RECREATION

Initiatives

A SYMPOSIUM ON RECREATION FOR OLDER ADULTS

REPORT OF PROFESSIONAL DEVELOPMENT SESSIONS

Ontario Ministry of Tourism and Recreation

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- CHAIR
  Marty Thomas - Ministry of Tourism and Recreation
- ON-SITE FACILITATORS
  Bob Wiele, Janice Dawson - Eastwest Consulting, Collingwood
- MARKETING AND PROMOTIONS CHAIR
  Lorrie O'Brien - Toronto Parks and Recreation Department
- REGISTRATION CO-ORDINATORS
  Pre-registration: **Peter Neumann**
  On-site: **Carol Ryan**
- MECHANICS AND LOGISTICS CO-CHAIRS
  Andre Leduc - Algonquin College,
  Gary MacLean - City of Ottawa, Senior Adult Program
- PROGRAM CO-CHAIRS
  Michelle Haney-Kileeg - Metro Toronto Housing
  Jean Claude Pageot - University of Ottawa
- RESOURCES CHAIR
  Sue Beaudry - Good Companions Senior Centre, Ottawa
- SOCIAL CHAIR
  Karen Robertson - Central Park Lodge, Ottawa
- STUDENT VOLUNTEER CO-ORDINATOR
  Lisa Kennedy - Algonquin College

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1

INTRODUCTION

BUILDING ON A TEN YEAR HISTORY OF INVOLVEMENT WITH recreation for older adults, the Ontario Ministry of Tourism and Recreation has recently taken steps to improve the quality of life for Ontario's older adults. The Creative Initiatives for Older Adults Portfolio is one component of this program. The first major step in the portfolio's three-year program to support improvements in recreation to older adults was to host the Initiatives Symposium, held March 20-24, 1988, at the Skyline Hotel in Ottawa.

The goal of the Symposium was to provide high quality training, educational, networking and planning opportunities for its delegates so that new initiatives for older adults could be created in their respective communities.

Three hundred delegates were invited to the Symposium by the Ministry. They represented the education, research, administration and programming fields of recreation from the five geographic regions of the province.

A total of sixty professional development sessions were held on the first two days of the conference. Both three-hour sessions and one-and-one-half-hour workshops were delivered. This gave delegates the option of attending several in-depth sessions or visiting numerous workshops on a variety of topics.

Resource people were brought in from across the country to lead the professional development sessions and workshops in eight theme areas:

1. Trends and Issues Sessions
2. Profile of Older Adults: Psychosocial Needs Sessions

3. Planning Sessions
4. Community and Program Development Sessions
5. Volunteer and Leadership Development Sessions
6. Wellness Movement Sessions
7. Specialized Program Sessions
8. Arts Sessions

A participant from each of the sessions and workshops volunteered to record key points from the presentations.

Eastwest Consulting has prepared this report of the professional development sessions and speeches delivered at the Symposium. The report also contains contact information on each Symposium delegate. An overview of action planning completed on the final day of the Symposium is presented in a separate "Action Planning Report."

2

TRENDS AND ISSUES SESSIONS

SESSION
FUNDING PANEL

MODERATOR: • Ken Ward, North East Co-ordinator, Ministry of Tourism and Recreation
SPEAKERS: • Fernand Lozier, Regional Manager - New Horizons, Health and Welfare
• Kathy Moore, Program Supervisor - Ministry of Community and Social Services
• Gerry Gaughan, Associate Director of Allocations - United Way, Ottawa-Carleton

In this session, speakers outlined current and future funding initiatives aimed at promoting leisure and social well-being for older adults.

MINISTRY OF COMMUNITY AND SOCIAL SERVICES

- provides funding for Elderly Person Centres
- thrust of centres is to keep older adults active in the community; emphasis is on community, flexibility, accessibility, diversity, affordability, equal treatment
- approved centres may access up to $30,000 or 50% of project cost in 1988; municipalities must contribute 20%

FUTURE INITIATIVES

- moving towards "One-Stop Access" for older adults — home care/home support/integrated services in one place

HEALTH AND WELFARE

- New Horizons program - maximum funding for capital project - $15,000 (100%)
- activity-oriented community development and education program
- Seniors Independence Program (new in April 1988) - $20 million annually for development of programs aimed at improving quality of life for older adults and promoting independence

OTTAWA-CARLETON UNITED WAY

- funds up to 50% of services such as Meals on Wheels, Home Support, social planning and co-ordination, older adult centres
- 17% of total donations ($9 million) is allocated to services for older adults

WORKSHOP
HOUSING ALTERNATIVES

SPEAKERS: Bob Hart/Barry McCorquodale - Retirement Resource Group of Metro Toronto

Bob Hart and Barry McCorquodale of The Retirement Resource Group, a non-profit corporation that advises developers and community groups in the development of housing for older adults, focused on the need for a "community approach to staying at home."

As the population ages, there will be a growing demand for housing that suits the particular needs of the "healthiest and wealthiest" generation of older adults in history.

In order to provide suitable housing for this group, every community will have to do its own planning, taking into account the preferences of older adults.

According to RRG, older adults want to:

- stay in the area in which they have lived for most of their adult lives
- stay near their friends and family
- stay close to community services, service clubs, churches
- have access to familiar shopping areas, professional services
- live in a home that is manageable, safe and secure

When such accommodation is not available in their own communities, many older adults must move to strange neighborhoods where they have to cope with change and the fear of loneliness.

RRG's aim is to help communities provide accommodation for mature adults in the communities in which they now live.

SESSION
HEADING FOR THE FUTURE: TRENDS AND ISSUES

SPEAKERS:
- Terry Smith, Program Review Officer - Ministry of Tourism and Recreation
- Janis Hesleton, Consultant, Forced Leisure - Ministry of Tourism and Recreation

"The future is not someplace we are going, but one we are creating."

For a look at what kind of future we are creating, Terry Smith and Janis Hesleton identified trends and issues that may have an impact on recreation for older adults:

DEMOGRAPHICS

- increase in the 35- to 49-year-old and 65+ groups
- increase in the number of retired people
- declining birth rate
- shrinking youth population
- greater life expectancy for both men and women

WORK PATTERNS

- move from work ethic to leisure ethic - variety and recognition more important than monetary rewards

- greater emphasis on volunteer work (in Canada, volunteers accounted for $200 million worth of work per year)
- standard work week will be obsolete - a relic of the industrial era
- more interest in part-time work and jobsharing (by 2001, 65-70% of Canadians will be working...but not as much)

ATTITUDES

MORE	LESS
- process-oriented	- materialism
- interested in lifestyle	- personal commitment to others
- self-interest	- community-bound

PARTICIPATION PATTERNS

According to a 1984 survey conducted in Alberta, favorite leisure activities among all age groups included:

1. Visiting friends
2. Watching television (an average of 28-1/2 hours per week)
3. Listening to radio/records
4. Dining out
5. Driving for pleasure
6. Playing cards, board games
7. Pleasure walks

RECREATIONAL FACILITIES

Improvements are needed in:

- range of activities offered
- number of multi-purpose centres
- accessibility by disabled
- open spaces
- planning
- funding for capital and operating costs

GROUP DISCUSSION

Tomorrow's older adults will:

- be more active physically
- have greater mobility
- have more disposable income
- exercise more political clout
- make up a wider volunteer base
- live in a more controlled environment
- be better organized

HOW DO WE ADDRESS THE NEEDS OF THIS GROUP?

Participants' suggestions included:

- continued monitoring of users
- more networking between agencies
- better integration of services
- more flexibility in program scheduling
- establishment of neighborhood programs
- newspapers geared to older adults
- better access to facilities

SESSION
LEGAL LIABILITY

SPEAKER: Brian Wynn - Holden, Murdoch & Finlay

In the current legal climate, lightning can strike at any time. We can't be forewarned, but we can be forearmed. In this session, Brian Wynn looked at the components of lawsuits and how to prevent them.

INFLUENCES

- American "litigation" approach
- increased mobility of 35 to 50-year-old groups - more active
- greater participation in fitness and recreation, higher use of recreation complexes
- more consumerism
- more private sector involvement
- consumers will be quick to complain, more conflicts with service providers
- more intervention by lawyers
- laws favor consumers

CIVIL LAWSUIT

In determining **negligence,** the court examines:

1. duty - recognized by law to conform to a standard of conduct to protect others from unreasonable risks
2. breach of duty
3. material- injury to interest of plaintiff protect by law
4. a reasonable proximate connection between defendant's conduct and resulting injury
5. absence of any conduct by the injured party prejudicial to his recovery for loss suffered

In cases involving older adults and young people, a settlement is usually made to avoid bringing the older adult/junior to court in the neighborhood.

HOW TO AVOID A LAWSUIT

- hire a lawyer to establish a reasonable "standard of care" to protect participants from unreasonable risks, i.e., procedures for safe bus trip
- use standards of similar communities; talk about your program to others
- establish a risk management committee
- talk to your insurance agent about your organization's coverage; make sure volunteers are written into the policy

SESSION
SERVICE TRENDS

SPEAKER: Dr. Earl Berger - Environics

What do today's older adults want? What will they want in five years, and how can we anticipate the kind of services they will need?

In answering these questions, Dr. Berger identified the following trends:

- There is a "tremendous ambivalence" about "seniors" in the public mind; "seniors" label dehumanizes people; surveys show the public sees the elderly as needing regulation and assistance.
- People entering the older adult market today are better-educated and more affluent than in the past; they are more self-aware and make more demands on the system. They know what they want and how to get it.
- Service providers must market their services to this sophisticated, healthier and wealthier group.
- A shrinking youth workforce will erode the pool of service workers.
- There will be a decline in the volunteer base as traditional sources (full-time homemakers) dry up - healthier older adults are a potential source of volunteers.
- Longer-living, healthier older adults will "break ground" in many areas and put more emphasis on lifelong learning and controlling their own destiny.
- There will be a great opportunity for those in recreation to contribute to a higher quality of life for tomorrow's adults. However, service providers need innovative approaches in order to satisfy this more demanding group.

A 1987 survey of services sought in retirement communities points up some distinct differences between the needs of those who came of age during the Depression and those who grew up in the post-Depression era.

SERVICES SOUGHT IN RETIREMENT COMMUNITY - 55+ (1987)

	55-64	65-74	75 +
Health Services	32%	33%	22%
Local Shopping	21%	19%	23%
Security	21%	19%	21%
Transportation	15%	18%	16%
Homemaking	11%	12%	23%
Recreation	14%	12%	8%

SESSION
TRANSPORTATION PANEL

MODERATOR: Frances McHale

SPEAKERS:
- Dr. David Lewis - James S. Hickling Management Consultants
- Mary Tate - Advisory Council for Senior Citizens
- Katherine Moore, Assistant Co-ordinator, Transportation for Disabled and Elderly Persons - Ministry of Transportation

This session focused on the transportation needs of the elderly, barriers to access, and alternatives for improving access.

SPECIAL NEEDS

To shed some light on the transportation needs of the elderly, Dr. Lewis presented the following statistics:

Canada	20	12.8
Ontario	9.5	12
Ontario - adult population (15 years and older)	7.5	13.5
Ontario - urban population	5.94	12.6
Ontario - rural population	1.56	17.1

PERSONS WITH TRANSPORTATION PROBLEMS

Wheelchair users	22,000
Persons unable to board public transportation	38,900
Persons unable to board or walk to nearby public transportation	90,300
Persons using public transportation with difficulty	205,000
Mentally disabled persons	20,000
Blind persons	12,200

TRAVEL CHARACTERISTICS OF THE FUNCTIONALLY DISABLED

Disabled prefer to use:

1. personal vehicle
2. public transit
3. taxi (8% of disabled use taxis)
4. special transit

KEY POINTS

- Lack of access to transportation in rural areas is a big concern - cost of alternate transit is a problem for most rural disabled.
- 20% of disabled and elderly cannot use transit systems.
- Small municipalities can be motivated to act on transportation policies for the disabled people by example, i.e., neighboring municipalities with systems in place can act as models.

During the panel discussion, Mary Tate presented highlights of a report prepared by the Ontario Advisory Council on Senior Citizens and the Ontario Advisory Council for Disabled Persons, "The Freedom to Move is Life Itself." The report, containing 56 recommendations on transportation in Ontario, is to be phased in by 2010.

Key points contained in the report:

- Transportation changes should focus on integration, not segregation.
- Lack of access to public transportation hinders participation in a wide range of community activities.
- The present public transportation system does not meet the diverse needs of Ontario residents.

Kathryn Moore of the Municipal Transportation Policy Planning Branch reported that the Ministry is currently developing a policy for the elderly and disabled and has recently assigned four people to the policy team.

New issues that this branch is now facing include:

- major review of transportation issues in co-operation with the Office for Senior Citizen Affairs
- Report from the Interministerial Committee on Issues of Transportation for the Disabled - expected to go to Cabinet soon

Kathryn also outlined a number of programs which are in place to help subsidize the cost of providing transit for the disabled.

Funding is available:

- for purchase and outfitting of vans in rural areas through Home Support Services (MCSS)
- to municipalities for vehicles for the disabled and equipment including dispatch computers. Stringent guidelines apply.
- to municipalities for adapting current transit systems. Funding to increase from 70 to 90%.
- to the taxi industry for adaptation of mini-vans ($5,000 per vehicle)

For information or speaker, contact:

- Alan Moore, research assistant
  Voice: (416) 235-4998
  TDD: (416) 235-4986
- Murray English, technical advice on transit

WORKSHOP
ADVOCACY

CHAIRMAN: Bert Hammer, Retiree

Older adults helping older adults is the thrust of the major agencies involved in advocacy or intervention on behalf of older adults in Canada.

In this workshop, participants learned about the different functions and mandates of The Council on Aging and the Senior Citizens' Council:

SENIOR CITIZENS' COUNCIL

- provides information through information desk, directory of resources, French translation, newsletter
- receives feedback which is passed on to appropriate agencies if seen as issue
- intervenes on behalf of individuals

THE COUNCIL ON AGING

- identifies issues (e.g., elder abuse), collects information, educates
- promotes new programs on national, provincial and municipal levels
- liaises with government

FRANCOPHONE OLDER ADULTS

Sister Gisele Richard stressed the need for older adults to be "proud of their age" and noted that there has been a positive change in the attitudes of Francophone older adults. They no longer want to be "done for," she said, but are capable and willing to "do" for themselves - "en francais, s'il vous plait."

KEY POINTS

- An advocate committee must be a listening, caring but neutral body.
- Good communication is important on all levels. Remember to communicate the positive as well as the negative aspects.
- The Council on Aging and the Senior Citizens' Council could be good resources for anyone involved with older adults.

WORKSHOP
USER FEE POLICY

SPEAKER: David Lahey, Co-ordinator of Senior Adults Section - City of Ottawa

In this workshop, David Lahey discussed the implementation of a user fee policy for older adults, using the City of Ottawa model as a basis for discussion.

THE USER FEE MODEL

Objective: To recoup 100% of out-of-pocket expenses

Budget: $1.6 million
$860,000 - purchase of service
$600,000 - personnel
$200,000 - program expenditures

Influences
- 1989 population projection - more than 10,000 - 60 years old and over
- federal government "environment"
- active provincial funding commitment
- community advocacy

CURRENT SITUATION

1. "Class" type program
   - 46% operational costs
   - run in co-operation with other service providers
   - recoveries through user fees
2. Major special event program (i.e., Oktoberfest, picnics)
   - run in conjunction with others
   - to recover 100% of direct costs
   - recoveries through corporate sponsors
3. Bus trips
   - currently recover 100% of direct program costs plus 10% profit
   - do not factor in full-time staff expense
   - recoveries done through user fees and some sponsorships

CONSIDERATIONS

- Identify the potential impact of a user fee on your program service.
- Determine what the market will bear in terms of a fee base.
- Look at alternatives for those who cannot afford to pay.

3

PROFILE OF OLDER ADULTS: PSYCHOSOCIAL NEEDS SESSIONS

WORKSHOP
SPECIFIC NEEDS WITHIN THE OLDER POPULATION

SPEAKER: Sharon Snitman, Consultant, Veteran Affairs - Sunnybrook Medical Centre, Toronto

In this workshop, Sharon examined the specific needs and limitations of the retired population, aged 65 and over, and suggested ways of over-coming these barriers to enjoyment of recreational activity.

SOME COMMON LIMITATIONS

- mobility problems
  - -in 65+ group, 45% have activity limitation
  - -39% have major activity limitation
  - -25% have arthritis
  - -23% have heart condition
- sensory loss - touch, taste, smell, auditory, vision (60-65% have cataracts, glaucoma)
- loss of work-related benefits (income, recognition, challenge, social networks)

OVERCOMING THE BARRIERS

Suggestions for adapting to limitations

- **Mobility aids**
  - put tables on blocks to raise work to vision field
  - attach clip-on tables to chair arms, angle table tops
  - keep supplies at wheelchair level
  - plan for frequent breaks to relieve fatigue
  - allow for more practice time to encourage participation
  - reduce number of steps in activity
- **Sensory loss**
  - direct lighting over work
  - keep light levels uniform, room and halls well-lit
  - use strong-contrast paper on wooden block to help define edges of work
  - use instructors with low-range voices to aid hearing impaired

- **Work substitutes in leisure:**
  - assist in setting up small-business operations
  - take products beyond immediate environment (e.g., craft fairs, malls, competitions, retail market)
  - reward all progress to sustain interest
  - set up activity to ensure success

WORKSHOP
MALE/FEMALE DIFFERENCES

SPEAKER: Dr. Patricia Bolla, Professor - Department of Leisure Studies - University of Ottawa

What are the differences between men and women in the "third age"? How do these differences affect the services they need?

In this workshop, Dr. Bolla explored some of the characteristics that influence the way in which men and women differ in their approach to leisure and recreation:

Women
- aged stereotyped
- less physically active
- less involved in sport
- more home-based
- involved in a narrower range of activities

Men
- fearful of failure
- more physically active
- more involved in sport
- reluctant to participate in social activities
- less involved in organized recreation

BARRIERS TO PROVIDING SERVICES

- lack of research - little is known about female target group; most retirement literature focuses on men
- imbalance in quality of facilities - there are better recreational and sport-related facilities for men
- cultural differences - older women are disadvantaged by lack of opportunity and programming in their youth
- difficulty in reaching non-participants - how do we reach this group?

RECOMMENDATIONS

FOR MEN
- Recruit more older men to act as leaders and male role models.
- Replace traditional win-lose activities with activities that have a built-in success factor.

FOR WOMEN
- Provide more opportunities for women to obtain organizational skills.
- Look for "invisible women" and make them aware of recreational opportunities.

FOR BOTH
- Promote and implement leisure education programs.
- Expand leisure counselling.

WORKSHOP
LIFELONG LEARNING

SPEAKER: Aidan Spiller - Fanshawe College, London

The days are gone when you learned as a child, worked as an adult and enjoyed leisure in your retirement years.

The focus today is on learning as a lifelong leisure pursuit and away from the concept of formal education - 70% of what we learn takes place outside the classroom. Over the next decade, a triple explosion of knowledge, technology and media exposure will trigger tremendous growth in our learning requirements.

Factors affecting education today include:

1. Societal factors
- quality of life: alternative lifestyles
- information age
- change
- entrepreneurship
- restraints (spending, economic development)

2. Educational factors
- differentiation between teaching and learning
- educational research
- information/application/creativity
- innovation in learning
- education as leisure and for leisure
- focus on thinking

3. Organizational factors
- human resources development blending
- productivity and the cutting edge
- intrapreneurship
- niche marketing
- flatter organizations

"New businessmen philosophers... may be the most open-minded group in the society, far more open than scholars and professionals, because their success depends on their being able to perceive early trends and new perspectives." (Marilyn Ferguson, "The Antiquarian Conspiracy.")

In designing programs for older adults, service providers should look at these questions:
- What motivates people?
- How can we support the Learning Cycle?
- How do we establish a program based on needs?
- How do we meet the needs of older adults?
- How do we provide opportunities for learning as a leisure pursuit?

RESOURCES
- Ontario Association of Adult Education
- Canadian Association of Lifelong Education
- *Thriving on Chaos* by Tom Peters

WORKSHOP
POSITIVE SELF-IMAGE

SPEAKER: Dr. Helene Dallaire, Professor - University of Ottawa

The way people perceive themselves can greatly affect their quality of life and the state of their health, and this is especially true of older people.

In this workshop, Dr. Dallaire looked at the concept of self-image and how service providers can improve the self-image of the aging population.

In order to respond to the needs of older adults, we should be aware of some of the negative influences that work against a positive self-image:

- Misconceptions about aging abound in our society.
- The transition to retirement creates stress - personal identity, which has been closely tied to employment, undergoes upheaval in the transition to a new reality.
- The loss of employment leaves a void - work makes us feel useful and independent.

NEW STRATEGIES

The changes that retirement brings calls for new strategies. To regain a positive self-image, older adults need to:

- stay physically active
- take care of their health
- confront the new reality and adapt to it
- be innovative in their approach to retirement
- get involved in a variety of activities

ATELIER
CULTIVER L'ESTIME DE SOI / UNE IMAGE POSITIVE

CONFÉRENCIÈRE-INVITÉE : Dr Hélène Dallaire, professeure
Université d'Ottawa

La façon dont les gens se perçoivent affecte considérablement leur qualité de vie et leur état de santé; cela s'avère d'autant plus vrai chez les aînés.

Au cours de cet atelier, le Dr Dallaire expose le concept de l'image de soi et les démarches que les personnes dans le domaine de la prestation de services auprès de la population vieillissante peuvent entreprendre pour nourrir et rehausser positivement cette estime de soi chez les usagers plus âgés.

Afin de mieux répondre aux besoins des aînés, l'on doit être conscient des influences négatives qui nuisent à l'entretien d'une image positive, soit :

- Les idées fausses largement entretenues et véhiculées par la société à l'égard de la vieillesse.
- Le stress et la tension nerveuse occasionnés par l'avènement de la retraite, dus au bouleversement de l'identité personnelle intimement reliée aux fonctions de l'emploi perdu et de la transition face à une nouvelle réalité.
- Le vide créé par la perte de l'occupation habituelle qui permettait de se sentir utile et autonome.

NOUVELLES STRATÉGIES

Les changements qu'entraîne la retraite exigent l'élaboration et la mise en place de nouvelles stratégies. Pour recouvrer une image positive d'estime de soi et se revaloriser, les aînés doivent s'efforcer de :

- Demeurer actifs physiquement.
- Prendre soin de leur état de santé.
- Envisager cette nouvelle situation avec réalisme et s'y adapter.
- Faire preuve d'initiative, de créativité et d'innovation dans leur attitude face à la retraite.
- S'engager activement dans une gamme d'occupations variées.

ATELIER
LA CONDITION PHYSIQUE

CONFÉRENCIÈRE-INVITÉE : Dr Denise Allard, professeure
Université d'Ottawa

Lors de cet atelier, le Dr Allard traite des besoins de bonne forme et de bien-être qu'éprouvent les aînés. L'atelier a pour but plus particulier de répondre aux besoins de la clientèle francophone.

Une étude menée par le Conseil sur le vieillissement a déjà identifié six moyens de prévenir et de contrer la détérioration des facultés physiques et mentales de la population vieillissante, dont :

1. Le soutien à domicile
2. Les soins à domicile
3. L'activité physique
4. La socialisation
5. L'estime de soi
6. La nutrition

Pour parvenir à aider les aînés à mener une vie mieux équilibrée et plus saine, on doit aborder les questions relevant :

- **Des clubs des aînés :** Comment peut-on parvenir à les sensibiliser à de nouvelles notions et les encourager à devenir plus actifs?
- **Des soins de santé :** Il est impérieux de convaincre les médecins de dissuader les patients de consommer des médicaments outre mesure et de leur assurer plutôt d'autres moyens de soutien. Les aînés ont également besoin d'être conseillés dans la manière de s'informer auprès de leurs médecins traitants.
- **Du transport :** L'accès aux centres des aînés demeure encore problématique pour plusieurs résidents en milieu rural.
- **Du conditionnement physique :** On doit s'efforcer d'éduquer les professionnels, les personnes oeuvrant dans le domaine de la prestation de services et les aînés eux-mêmes sur les bienfaits de l'activité physique et de la bonne forme.
- **De l'aide-conseil :** Les aînés grand besoin d'être conseillés au chapitre des loisirs.
- **Des services aux francophones :** on devrait diffuser plus d'information, établir des réseaux, répertorier les ressources et les mettre à profit, offrir de l'éducation et des modes de perfectionnement en gérontologie, le tout disséminé en français. Les groupes francophones devraient également être mieux représentés dans des conférences telles que celle-ci.

"La bonne forme grâce au conditionnement physique accessible à tous d'ici l'an 2000"; cet objectif fixé par l'Organisation mondiale de la Santé pourra-t-il être atteint? Et comment y parviendrons-nous?

Au cours de cet atelier, le Dr Allard examine le rôle des particuliers et de la collectivité dans la promotion de la bonne condition physique chez les aînés.

Le défi repose sur la nécessité d'orienter les aînés vers une attitude saine pour aborder le processus de vieillissement en maintenant leur autonomie et dignité personnelle.

NOTRE RÔLE SOCIAL

- Conscientiser les aînés et les encourager à demeurer ou redevenir actifs physiquement.
- Promouvoir un mode de vie favorisant toutes sortes d'activités et d'occupations.
- Rehausser la qualité des programmes de mise en forme et de conditionnement physique.

En tant que **personnes oeuvrant dans le domaine des services de santé**, nous devons :

- Favoriser la participation populaire et promouvoir les soins personnels autonomes.
- Renforcer le système de services communautaires de santé et s'entraider.
- Mettre de l'avant une image positive concernant la santé et un milieu de vie sain.

En tant que **personnes oeuvrant dans le domaine des services sociaux**, nous devons :

- Établir un réseau de services pour assister et soutenir les aînés dans leur participation à la communauté; échanger des renseignements avec les intervenants engagés dans la prestation de services communautaires de divers domaines : santé, services sociaux, éducation permanente, nutrition, logement, finance, loisirs, conditionnement physique, etc...
- Fournir un plus grand appui à l'Organisation mondiale de la santé en lui transmettant les données et raisons des réussites des programmes variés conçus et mis en place pour les aînés.

4

PLANNING SESSIONS

WORKSHOP
RESEARCH FORUM ON AGING

MODERATOR: Dr. Patricia Bolla, Professor - Department of Leisure Studies - University of Ottawa

To understand how the aging process will affect leisure patterns, we need to know more about the issues that affect older adults.

In this workshop, Dr. Bolla identified several areas which require study over the next five years:

- **recreation and the cognitively impaired** (e.g., Alzheimer patient) - to improve awareness in the recreation field and document improvements resulting from stimulation programs and involvement in recreation
- **recreation options** available to older adults
- **early retirement** - follow-up could provide insight into "forced leisure"
- **definition of "age"** - What is "older adult"?
- **longitudinal research** - study following individuals through their lives
- **sexuality** - to increase awareness of attitudes among older adults and professsionals
- **studies on self-image** - how do older adults perceive themselves?
- **studies on level of happiness** and how involvement in recreation contributes to it

PLENARY SESSION
PLANNING FOR ACTION

SPEAKER: Judy Kent

Our rapidly changing social environment presents opportunities for progress as well as pitfalls. To avoid the pitfalls, it is important to follow a plan of action.

In this plenary session, Judy Kent discussed the current climate of change and outlined the principles of effective action planning.

Changes affecting our social environment include:

- older adults:
  - longevity and early retirement
  - several life stages and wide range of differences

- no labels or categories
- changing image of the older adult
- receptivity of governments to needs of older adults
- more emphasis on quality of life - prevention versus prescription
- concern for isolated older adults
- increase in number of service organizations
- competition for resources

FIVE PRINCIPLES FOR EFFECTING SOCIAL CHANGE

1. Change must be based on basic beliefs and values.
2. Consumers must be at the core of development; be sensitive to needs, wants.
3. Change must be community-based.
4. Resources should be shared, networks in place.
5. People make things happen; leadership is essential.

PLANNING FOR ACTION

1. Determine what you want to accomplish; work to develop mutual beliefs.
2. Identify blocks and issues; design strategies for overcoming barriers and implementing change.
3. Develop concrete action plans - break plan into manageable tasks, determine who will do what, when and with what resources.

CONCLUSIONS

- Current initiatives need to be shared.
- New initiatives need to be undertaken.
- Change is slow; hard work and patience is needed.

WORKSHOP
WHAT IS STRATEGIC PLANNING AND WHY DO IT?

SPEAKER: Diane Abbey-Livingston - Diane Abbey-Livingston and Associates

Strategic planning is the process that enables key people to envision the future of their organization and take steps to achieve that future.

The four main elements of future-planning are:

- dreams
- environment
- resources
- values

Developing the procedures to achieve that future requires:

- team-building
- full participation
- organizational change
- problem-solving
- listening to client/user group

In this workshop, Diane Abbey-Livingston outlined the steps involved in the development of a strategic plan:

1. **Planning to plan**
   - assess the organization's readiness
   - select members of the planning group
   - determine what information is required

2. **Values Audit**
   - What matters to you?
   - What are your organization's values?
   - Who has a vested interest?
   - How does your organization deal with conflict?

3. **Mission** (the long-term vision of what the organization is and what it is striving for)
   - What is our business and what should it be?
   - What needs does our organization address?
   - Who do we serve and why do they choose us?
   - What functions do we perform? How?
   - What is our organization's distinctive competency?

4. **Strategic Business Modeling**
   - define the dream: what does success look like?

5. **Current State**
   - What's happening now?
   - How does the organization measure up in terms of:
     - strengths
     - weaknesses
     - opportunities
     - threats

6. **Gap Analysis**
   - How big is it?
   - How do you close the gap?

7. **Integrate Functional Plans for:**
   - marketing
   - human resources
   - organization
   - operations
   - financial

8. **Implementation**

SESSION
DESIGNING YOUR ORGANIZATION'S FUTURE

SPEAKER: Diane Abbey-Livingston - Diane Abbey-Livingston and Associates

What can strategic planning do for your organization? Who should be involved in charting the future of your organization? How can you make realistic plans?

In addressing these questions, Diane stressed the following points:

- **Strategic planning is:**
  - a way to develop consensus among key people
  - a means to develop a written long-range plan
  - a guide to decision-making
  - a way to reduce inappropriate overlap
- The most effective strategic planning involves as many people as possible.
- Conflict is inevitable when many people are involved. Work through conflict by confronting without insulting.
- Encourage open, honest communication.
- Know the current trends, demographics, etc.
- Effective long-range planning requires:
  - clarity of purpose
  - awareness of customer needs
  - commitment
  - action
- Planning is the word of the day, especially for older adults

KEY MESSAGE

Logical, linear methods don't work. We need to think and act strategically, using spirit, mind and vision in determining the nature and future of organizations.

WORKSHOP
THERE'S CONSULTANTS AND THEN THERE'S CONSULTANTS

SPEAKER: Jack Harper, Assistant Professor, Recreation Studies - University of Manitoba

So you need to hire a consultant?

In this workshop, Jack Harper shared tips on how to select the best consultant for your organization.

WHY HIRE A CONSULTANT?

Here are some common reasons:

- you have a shortage of manpower
- you need a third-party approach - a facilitator
- you need expertise
- you have to settle an internal dispute
- you want to save money in the long-term
- you need advice on dealing with legislation
- you must meet political objectives

HOW TO HIRE A CONSULTANT

STEP 1 - PROJECT DEFINITION

- Define your needs
- Develop comprehensive terms of reference:
  1. objectives
  2. resources available
  3. parameters - scope and scale, time frame
  4. relationship of consultant to the organization
  5. budget

STEP 2 - SELECTION OF CONSULTANT

Two approaches

(a) select consultants; provide terms of reference; interview; check references; select firm

(b) advertise widely; accept letters of interest; check references; invite proposals from short list; evaluate proposals; interview; select

Evaluation

1. Firm/ staff

- past record: on budget, on time; references; experience
- staff assigned to the work
- local knowledge/ content
- sub-consultants

2. Proposal

- understanding of project
- process/methodology
- budget
- time lines

3. General

- how objective is the consultant?
- present workload?
- communication/rapport?

STEP 3 - WORKING WITH THE CONSULTANT

- establish the contract
- meet with the steering committee
- review meetings
- manage the project
- finish the project to committee's satisfaction

THE FLIP SIDE

Problems identified by consultants in dealing with clients include:

- vague terms of reference
- hiring process is inconsistent; price is deciding factor
- unrealistic budgets
- lack of consensus regarding committee procedures
- changing terms of reference; extra work

- not informed of major political criteria
- decision-making problems
- slow payments

TIPS

- Develop a scoring system based on predetermined criteria for use by the selection committee.
- Watch that consultants are not repackaging old ideas.
- Everyone affected by the project must be aware of the objectives and the process so that the consultant is not seen as a threat.

5

COMMUNITY AND PROGRAM DEVELOPMENT SESSIONS

WORKSHOP
RESEARCH FORUM ON THE DELIVERY SYSTEM

SPEAKER: Dr. Patricia Bolla, Professor - Department of Leisure Studies - University of Ottawa

In order to improve the delivery system of recreational services to the aged population, more research is needed in many areas.

Dr. Bolla targeted the following areas for further development:

- **The definition of service delivery** - using participant numbers as a measure of service delivery does not take into account the number of people not served or the level of satisfaction.

- **Program development**
  - length of program
  - resource allocation
  - participants' age, sex and lifestyle characteristics
  - marketing
  - leadership

- **Program evaluation**
  - process
  - number of participants
  - level of satisfaction
  - outcome
  - recommended changes

- **Definition of leisure**
  - scope of leisure service
  - interdisciplinary approach

- **The Wellness Movement**
  - effect on recreation services
  - implications for professionals involved
  - implications for funding, programming

- **Needs assessment**
  - implication of demographic trends
  - implication of Bill of Rights (no mandatory retirement)
  - barriers to participation
  - special needs of ethnic, cultural, socio-economic population
- **Physical activity and the aging population**
  - benefits
  - barriers to participation
- **Government responsibility/mandate concerning older adults**

WORKSHOP
KNOWING YOUR COMMUNITY!

SPEAKER: Lawrie Bloom - Knightsbridge Community and Senior Centre

How can you reach the older adults in your community?

To help service providers respond to the needs of this group, Lawrie Bloom led participants through group discussions focusing on the following areas:

- **HOW TO FIND OLDER ADULTS IN YOUR COMMUNITY AND HELP THEM FIND YOU**
  - suggested media, recreation centres, older adult residences, hospitals, medical centres, volunteer centres, library, city information centres, public health department, etc.
- **HOW TO IDENTIFY LEISURE INTERESTS**
  - suggested survey, presentation to older adults' groups, public meetings, Senior Citizens Council or community Advisory Group
- **RESPONSIBILITIES OF STAFF/VOLUNTEER**
  - identified responsibilities such as development of programs, facilities, special events; volunteer and staff recruitment; needs assessment; information
- **REPORTING PROCEDURES**
  - talked about accountability to Board of Directors, recreation committee, Seniors Council, other older adult staff
- **RESEARCH**
  - discussed survey format, parameters, objectives, methodology, evaluation
- **PARTICIPATION**
  - looked at ways of involving older adults in Seniors Centre and community, e.g., management, program leadership, newsletter, outreach, secretarial, blood donor clinic

WORKSHOP
MANDATE OF MUNICIPAL DEPARTMENTS

SPEAKER: David Lahey, Co-ordinator of Senior Adults Section - City of Ottawa

What is the role of a municipality in providing assistance to older adult citizen clubs?

Before formulating a mandate, the municipality should address the following questions:

- What is the desired extent of community development?
- What is the desired extent of generating revenue?
- What is the desired extent of liaison with other departments?
- Should the mandate of recreation be expanded to include social community service elements?
- Should the role of the branch be a lead support role?

The City of Ottawa, for example, has established a mandate based on these objectives:

- to identify for purposes of future planning a service delivery age for the municipality
- to pursue a comprehensive planning process which is proactive in ensuring the adequate provision of community services and facilities for older adults
- to identify the nature of the city's involvement in the establishment of community services and facilities for older adults.

OLDER ADULTS' POLICY

To ensure that a proper array of community services and facilities is accessible to the older adults' population across the city.

The city has the primary responsibility for ensuring the delivery of appropriate facilities. However, it is not the only agency tasked with the responsibility.

Other resources include:

- Council on Aging
- Senior Citizens Council
- agencies
- clubs
- individuals

SESSION
ROLES AND RESPONSIBILITIES FOR LEISURE SERVICES DELIVERY: A COMMUNITY DEVELOPMENT APPROACH

SPEAKER: Jack Harper, Assistant Professor, Recreation Studies - University of Manitoba

In this session, Jack Harper presented an overview of community development and discussed broad strategies for public participation in the decision-making process.

WHAT IS COMMUNITY DEVELOPMENT?

- involves a series of planned social changes designed to alter the status quo
- results in better quality of life for individuals and the community

- occurs when people are able to identify the barriers to healthy, vibrant communities and take action to overcome the barriers
- is achieved through voluntary civic action

BARRIERS TO EFFECTIVE COMMUNITY DEVELOPMENT INCLUDE:

- gaps in communication between policy makers, consumers, service providers, researchers and agencies
- tunnel vision, protectionism, strong sense of turf
- lack of recognition of the value of all community resources
- lack of political will
- need to retain identity and autonomy
- preoccupation with "The System" rather than the service/client

SUGGESTED STRATEGIES FOR OVERCOMING THE BARRIERS INCLUDE:

- lobby for change at all levels
- increase public awareness of the issues affecting community life
- set up formal inter-agency committees
- encourage development of broadly based government departments of "community service" to link service providers
- explore all avenues to network and improve communication

WORKSHOP
THE MANDATE OF A SENIOR CITIZENS CLUB

SPEAKER: Jane Leitch, Consultant

In this workshop, Jane Leitch looked at the changing role of the older adults club and explored alternatives to this traditional recreational outlet.

NEW FOCUS

In the past, older adults clubs were geared mainly to less active older adults. The new focus is on more active people who have more disposable income, want to make the best use of their available leisure time, and are more interested in getting involved in decision-making. Their priority is better quality of life, not just recreation.

COMMUNITY NEEDS

Urban: - transportation
- marketing

Suburban: - some transportation
- fragmented communities

Rural: - volunteer drivers
- more neighborliness

TRENDS AND ISSUES

Trends which will affect program planning include:

- changing image of older adults; they are expected to be leaders now
- wider perspectives of recreational boundaries

- greater outreach capabilities
- older adults are being encouraged to participate in planning
- greater awareness of needs
- more emphasis on education - learning new things is important

HOW DO WE DEAL WITH THE OLD GUARD?

- honor them
- ask them to move out of the spotlight

KEY POINT

There is no universal mandate that fits every older adults club.

SESSION
NEEDS ANALYSIS

SPEAKER: Dr. Earl Berger - Environics

Are you giving people what they want? In this session, Dr. Berger explained methods for determining the needs of your target population.

WHY DO A NEEDS ASSESSMENT?

Collecting information suggests three things:

1. There is something out there worth knowing.
2. What people have to tell you is important.
3. You are prepared to change your perspective.

A NEEDS ASSESSMENT HELPS YOU TO:

1. reinforce what you've been doing
2. find out what you should be doing.

WHAT IS A NEEDS ANALYSIS?

Here is an overview of the different components:

1. **Community characteristics**
   - demographics
   - geographic
   - economic
   - sociological
2. **Needs assessment**

   To determine:
   - needs and service patterns
   - compare agencies and clients
   - citizen participation
   - planning, goal-setting, meeting objectives
3. **Sub-group analysis**
   - research
   - monitor
   - evaluate
   - implement

WHERE DO YOU FIND WHAT YOU'RE LOOKING FOR?

- Census and agency records
- Secondary sources:
  - key people in the community
  - advisory groups
  - focus groups
  - surveys

POINTS TO REMEMBER

- You're not finding out what the "needs" are; you're finding out what the "wants" are.
- Know what the question is. What is it you have, and why would people want to come to you?
- Collect information regularly. Today's findings are obsolete tomorrow.
- Today's older adults are better educated, more prosperous than ever - sophisticated, articulate, powerful and able to pay for services.

WORKSHOP
TARGETING YOUR SERVICES

SPEAKER: Dr. Mark Searle, Assistant Professor, Co-ordinator of Recreation Studies - University of Manitoba

How do today's older adults like to spend their leisure time?

In this workshop, Dr. Searle looked at the leisure needs of older adults and the implications for designing and marketing recreational programs.

LEISURE PATTERNS

A recent Manitoba survey indicated the 20 favorite leisure activities of adults aged 55 and over are:

1. visiting friends and relatives
2. listening to music, watching TV
3. shopping
4. reading
5. walking
6. gardening
7. games *
8. writing
9. live event *
10. picnics
11. physical activity *
12. volunteering *
13. going to theatre, shows *
14. visiting libraries *
15. going to galleries
16. birdwatching *
17. crafts *
18. individual/team *
19. hobby *
20. boating: canoe, sail *

* *Programs agencies can deliver*

WHAT INFLUENCES BEHAVIOR?

1. attitude is the major factor - the more positive the attitude, the greater the participation
2. gender - men are more likely to get involved than women
3. age - younger adults participate more
4. health - the better the health, the greater the participation
5. education - better educated participate more
6. income - more income = more participation

WHAT MATTERS TO THEM?

1. family
2. pleasant surroundings
3. physical health
4. relaxation
5. being with others

WHO PARTICIPATES IN ORGANIZED RECREATION?

Not participating - 72.1% Participating - 27.9%

WHAT ARE THE BARRIERS TO PARTICIPATION?

BARRIERS	NEVER A PROBLEM	SOMETIMES A PROBLEM
1. partner	34.5%	65.5%
2. not close to home	37.9	62.1
3. family commitment	41.4	58.6
4. work commitment	45.7	54.3
5. physical ability	47.0	53.0
6. crowded facilities	50.0	50.0
7. equipment cost	50.7	49.3
8. artistic/creative ability	52.7	47.6
9. shyness	52.4	47.6
10. where do I learn?	55.9	45.6
11. physically unable	56.1	43.9
12. where do I participate?	62.3	37.7
13. fear of change	65.2	34.8
14. transportation	77.5	28.5

CONCLUSIONS

- Many of the barriers to participation cited by older adults reflect on service providers, i.e., poor service; poor quality; overcrowded, overpriced facilities; poor marketing.
- The importance of good service should not be underestimated. Be sensitive to the needs of the group you are serving.

WORKSHOP
RURAL RECREATION AND THE OLDER ADULT

SPEAKERS: Dr. Ron Johnson and Dr. Lloyd Heywood, Department of Recreation,
Faculty of Human Kinetics and Leisure Studies - University of Waterloo

How do older adults in rural areas differ from their city cousins in their leisure habits and attitudes?

Geography plays a big role in determining how older adults spend their leisure time, as these characteristics illustrate:

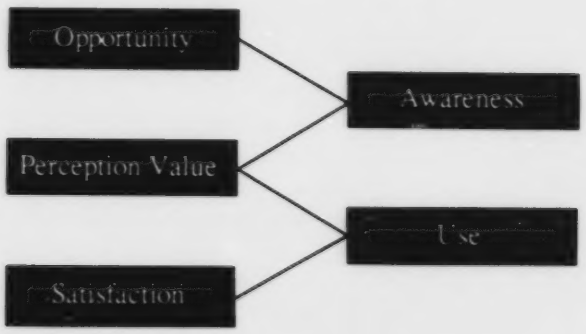
Rural	versus	Urban
- make use of large yards		- more use of indoor facilities
- participation		- observation
- non-commercial		- commercial
- group-centred		- individual-centred
- limited choice		- many choices
- generalized activities		- specialized activities
- utilitarian orientation		- cultural orientation
- spontaneous		- organized
- body-centred		- multi-centred
- classless		- classbound
- conservative		- faddish

In both urban and rural areas, recreational opportunities come from four basic sources:

Making people aware of the programs you have to offer is a major problem, but awareness isn't everything. People must also perceive the programs as valuable before they will make use of them.

Drs. Johnson and Heywood illustrated this point with the following model:

Recreational Opportunity Model



WORKSHOP
ADAPTING PROGRAMS TO PARTICIPANTS' SKILL LEVEL

SPEAKER: Lynn Wray, Program Supervisor - City of North York

When planning recreational programs, it is important to know the needs and limitations of the group you are serving.

In this workshop, Lynn Wray gave an overview of the information and tools which should be considered in adapting programs for older adults:

PARTICIPANT CHARACTERISTICS

- age
- concerns
- desire to socialize
- physical and emotional problems
- voluntary participation?

NEEDS ASSESSMENT

- what do participants want?
- formal needs assessment required when seeking funding

LEADER

- volunteers (all ages)
- participants
- criteria for selection:
  - skill and training
  - similar values
- like to work with older adults
- professionals
- students

TIPS FOR PLANNING SUCCESSFUL PROGRAMS

- Be aware of limitations of the participants and of the leader's time.
- Don't impose limitations, but know what you are doing and why.
- Be creative in designing programs:
  - combine different skill levels in one class
  - use bright colors, music, bring in children and pets
- Challenge participants - people may drop out if they are not advancing.
- Provide high-quality programs and use the best materials.
- Encourage participation and socializing - the social component of a program is very important; people like to do things together.
- Include activities that give quick results and immediate success.

WORKSHOP
ASSESSING YOUR EFFECTIVENESS

SPEAKER: Dr. Mark Searle, Assistant Professor, Co-ordinator of Recreation Studies - University of Manitoba

The key to providing effective service is listening to what your clients have to say.

In this workshop, Dr. Searle explained how service providers can find out what they're doing wrong and how to fix it through better listening skills.

WHAT HAPPENS WHEN YOU DON'T LISTEN?

- the average business never hears from 96% of unhappy customers
- for every complaint received, there are 26 more that haven't been sent in
- negative word of mouth can have disastrous consequences
- the average customer with a problem tells 9-10 people about it

(Tarp, 1985)

DAMAGE CONTROL

- 54% of complainers will return if complaint is handled
- 95% will return if complaint is handled quickly
- resolved complaints will be reported to only 5 people

HOW TO BE A BETTER LISTENER

1. Get out to where the clients are, away from the desk; get frontline people listening and talking to clients.
2. Don't be afraid to ask for criticism; don't rationalize criticism.
3. Provide quick feedback and act on what you hear. (Tom Peters, *Thriving on Chaos*)

TIPS ON DEVELOPING A PARTICIPANT LISTENING SYSTEM

- The bottom line is listening.
- Know what you're listening for - are the organization's needs being met? Are the participants' needs being met?
- Conduct formal evaluation - research, questionnaire, surveys, etc.
- Make regular contact with users, e.g., focus groups, call three participants a week for feedback, call people who have stopped participating.
- Encourage participants to offer comments on **all aspects** of your program; use suggestion box, post responses to suggestions within the week; empty criticism box daily and circulate to all staff.
- De-bureaucratize the system - respond quickly to ideas/complaints.
- Manage by example - do it.
- Provide opportunities for lower level employees to discuss complaints without fear of job loss or recriminations.
- Provide training in how to listen at all levels.
- Project a positive attitude towards criticism and feedback.

WHAT TO ASSESS

1. quality of programs
2. service - customer satisfaction
3. speed of response
4. number of innovative programs tried
5. number of new ideas from staff and participants received in past three months
6. percentage of participants coming through word of mouth, through advertising
7. training - how much time/energy spent
8. outcome - has anything changed?

6

VOLUNTEER AND LEADERSHIP DEVELOPMENT SESSIONS

SESSION
LEADERSHIP OPPORTUNITIES FOR ACTION

SPEAKER: Robert Collins, Consultant in Leadership Training

Robert Collins reviewed the current concepts of leadership and looked at ways of putting them into practice in the community.

What is leadership?

Leadership is any action which enables individuals or groups to move towards the accomplishment of **their** objectives. **Manipulation,** on the other hand, is when you help people move towards **your** goals.

A significant leader uses certain key skills to achieve positive results:

SKILLS	EFFECTS
- communication	- harmony, clarity
	- focusing on issues
- innovation	- stimulation of creativity
- initiative	- motivation
- fundraising skills	- monies (proposal-writing)
- delegation	- teamwork, shared workload
- sensitivity to needs	- improves facilitating
- humour	- relieves stress
- advocacy	- raises awareness in the community
- tact	- trust and confidentiality
- organization	- gets the job done
- open-door policy	- improves communication, support to staff and clients
- calm in crises	- less likely to over react
- questioning skill	- effective listening

THE FOUR KEY COMPETENCIES OF LEADERS are:

- **Attention**.....Know what they want and focus attention on those desires
- **Meaning**.....Create and illustrate
- **Trust**.....Reliable and consistent
- **Self**.....Know themselves and concentrate on the positive

THE EFFECTS OF LEADERSHIP

Empowerment

- people feel significant
- learning and competence really matter
- people are part of a community
- work is exciting

LEADERSHIP DEVELOPMENT

The Situational Leadership Theory

The amount of direction (task behavior) and the amount of socio-emotional support (relationship behavior) a leader must provide, given the situation and the level of maturity of the follower or group, will determine the most effective leadership style.

WHAT ARE YOU DOING TO DEVELOP LEADERSHIP WITHIN YOUR AGENCY OR COMMUNITY?

Answers from group discussion included:

- leadership training sessions
- Human Resources - development
- leadership workshops for community centre, boards, groups, e.g., how to conduct meetings, develop chairing skills, set agenda

RESOURCES

- Nova Scotia - Outdoor Leadership Program
- National Skills Program Books - contact local MTR staff
- Ontario Government Bookstore:
  - *Working with Volunteer Boards*
  - *Handbook for Culture Trustees*
  - *Working Effectively with Community Groups*
- Young Leaders of Tomorrow Program
- Volunteer Management Program - two days, delivered across province

WORKSHOP
PRACTICAL LEADERSHIP

SPEAKER: Robert Collins, Consultant in Leadership Training

Consultant Robert Collins presented twenty tips, culled from the experts, on how to become a leader.

1. **When in doubt, listen.**
   Listen for feelings and facts. State your understanding of their feelings and their perceptions of the facts.
2. **Focus your involvements.**
   For each project, task or activity, ask yourself what unique contribution you can make.
3. **When in conflict, exercise your P-C-U value.**
   1. Pause...3 seconds
   2. Control...what's happening
   3. Value...acknowledge/value them in your body/face/voice, language and manner.

4. **Get to know your people.**
   Know the strengths and weaknesses of each person.
5. **Tell people how they are doing.**
   Tell people the truth in a way that is helpful.
6. **Lead by wandering around.**
   Stay in touch with the essential business of your organization and your front-line people.
7. **Catch people doing something right.**
   One of the best things a leader can do is to positively reinforce productive behavior.
8. **Don't sanction incompetence.**
   When you see someone acting in a non-productive way, do not ignore it.
9. **Deal with the negatives now... by:**
   a) correcting any misunderstanding about what acceptable behavior looks like
   b) focusing attention on "next time"
   c) giving the person the tools, the time, the reinforcement and the teaching they need to "do it right."
10. **Match your time to your priorities.**
    People pick up on our inconsistencies. They can see where we spend our time and will deduce our priorities.
11. **Plan with people, decide with people.**
    Wherever possible, involve people in the planning and decisions that affect them.
12. **Promote rather than resist change.**
    Look for ways to make new ideas work... not for reasons they won't.
13. **Big results come from small changes.**
    Small changes are easier to implement and give quicker results.
14. **Treat others as you want to be treated.**
    Air any difficulties with its source. Help each other win and take pride in each other's victories.
15. **Keep it loose, keep it tight.**
    Encourage individuality and, at the same time, ensure that everyone remains focused on the goal.
16. **Support creativity and innovation.**
    Reward good ideas and new practices.
17. **Acknowledge your own strengths.**
    Sharing knowledge of your own strengths and weaknesses empowers others. It helps them see where they can make significant contribution.
18. **Choose the "write" words.**
    When you know where you are going and what you stand for, write it down as clearly as possible.
19. **Cheerlead and celebrate.**
    People respond to enthusiasm. Cheerlead in good and bad times, celebrate all successes.
20. **Have fun and share it.**
    Achievement is fun. Speak positively about others and about your organization and its accomplishments at every opportunity.

SOURCES

Peter Drucker, Ken Blanshard, Paul Hersey, Tom Peters, Bob and Sharon Gernon (from their work for the Ontario Association of Volunteer Bureaux and Centres), et al.

Using examples from successful organizations, Robert Collins explored the principles of "excellence" and their applications.

PRINCIPLES FOR MEASURING EXCELLENCE

1. **A bias for action** - do something rather than analyze endlessly
2. **Stay close to the customer** - learn what is wanted
3. **Autonomy and entrepreneurship** - encourage independent thinking
4. **Productivity through people** - share in awareness and rewards
5. **Hands-on, value-driven** - keep in touch
6. **Stick to the knitting** - do what you do best
7. **Simple form, lean staff** - clarity
8. **Simultaneous loose-tight properties** - climate of dedication, also valuing individual

EXAMPLES OF CORPORATE EXCELLENCE

1. At Disney World, employees — referred to as "cast members" — wear "costumes," not uniforms, for their "roles" in the performance of the organization and take training in the corporate philosophy.
2. 3M Canada encourages employees to develop innovative ideas such as the Post-It Notepad, invented by a 3M researcher in his spare time.
3. The Apple MacIntosh computer team believed in a common vision and gave employees a chance to make a difference.
4. IBM rewards staff when objectives are reached.
5. At McDonald's, employees know what is expected of them and are rewarded for excellence.

KEY POINTS

- Leaders demonstrate a "passion for excellence".
- Today's leader is an **enthusiast, nurturer, cheerleader and champion,** not an authoritarian.
- **Commitment,** not authority, drives an organization.
- Practice "MBWA" - "managing by wandering around."
- Small improvements can give you big results.
- If you have pride in your organization, you can get other people to do anything.
- Be innovative!

WHAT MAKES A GOOD ORGANIZATION EXCELLENT?

In group discussion, participants identified these important features:

- The organization listens to what people want and makes the consumer feel important.
- Employees are proud of the product.
- Employees are appreciated and seen as capable and trustworthy.
- Management supports other levels.
- Everyone involved knows the goals and philosophy of the organization and is a member of the team.
- Management sets the standards
- Management celebrates success, shares information, has a high tolerance for mistakes, and is supportive in good and bad times.

WORKSHOP
IDENTIFYING OLDER ADULT RESOURCES IN YOUR COMMUNITY

SPEAKER: Kathy Wiele, President - Lifetime Consulting Services

Kathy Wiele shared tips on how to become a crack volunteer recruiter and get the job done right.

WHY VOLUNTEER?

Few people offer to volunteer. Most have to be asked in a sincere and personal way that instills trust and confidence. They need a reason to say "yes." Here are some of the reasons participants gave for accepting volunteer jobs:

- keen interest
- believed in cause
- to give something back
- felt responsibility to community
- to expand horizons
- wanted to work with people
- to make business contacts

THE MATCH GAME

- Present a high profile of your organization to target volunteer population.
- Identify the wants and needs of your organization concerning volunteers.
- Draw up an action plan: Who should be recruited? By whom? How? When? What support will you have?

GUIDELINES FOR SCREENING AND PLACEMENT

1. Take notes on potential volunteers, create a response system.
2. Pay attention to your gut reaction.
3. Allow prospective volunteer to observe program before making a commitment.
4. Give them an option to step out/be removed - trial period.
5. Use the buddy system- teams for important roles.
6. Be honest.

CLOSING THE DEAL

1. Make contact and find out about the individual.
2. Arouse interest - state goals and objectives.
3. Create a preference - give options.
4. Make the specific proposal - be flexible, state benefits.
5. Sign on the line - outline your offer in writing.
6. Maintain interest in the event - give feedback on progress.

WORKSHOP
SENIOR TALENT BANK

SPEAKER: Karen Irie, Executive Director - Senior Talent Bank

What is a Senior Talent Bank, and how can your organization benefit from it?

THE SENIOR TALENT BANK

- recognizes that older adults have skills and talents that can be tapped through volunteer activities in their communities
- is administered by a Board of Directors, chairman and vice-chairman
- is run by and for older adults, using a family approach
- is funded by New Horizons (70% to municipality, 30% STB), fund-raising projects
- is affiliated with municipalities, Older Adult centres, Home Support Programs, universities, other volunteer agencies
- is involved with:

projects
- tourist centres
- partners
- mentor
- continuing education

services
- municipalities
- VON, Red Cross
- hospitals
- libraries, schools

WHO BENEFITS?

- older adults - share talents, combat loneliness, maintain skills, feel useful, get exercise
- youth - learn from the energies of older adults, share responsibility
- community - gains skilled volunteers

SESSION
VOLUNTEER DEVELOPMENT

SPEAKER: Kathy Wiele, President - Lifetime Consulting Services

Treating your volunteers like V.I.P.s can pay big dividends. In this session, Kathy Wiele presented a model for volunteer development geared to the needs of volunteers and volunteer managers.

STEPS IN VOLUNTEER DEVELOPMENT

1. **Image Building/Recruitment**
   - look at your marketing - are you portraying the right image?
   - volunteers may not have a good self-image — help them recognize their hidden skills
2. **Screening/Placement**
   - match your needs with the needs of the volunteer through:
     - job descriptions
     - interviews with volunteers - what do they want to do?
3. **Orientation/Supervision**
   - familiarize them with their functions, policies of the organization

4. Training/Recognition
- show them exactly what they need to know
- show them they are needed and appreciated

5. Evaluation

BENEFITS

- Volunteers work harder when they're treated well.
- If they enjoy their work, they may go on to bigger challenges.
- Your organization will gain and keep a well-trained volunteer.

TRENDS IN VOLUNTEERISM

- Volunteers are expected to be more professional, highly skilled.
- Volunteers want guidelines to help them do a proper job.
- Volunteers are looking for a career path.
- Organizations must meet more complex demands, e.g., preparing funding applications.
- Volunteers are available but are motivated by personal reward, gain, satisfaction.
- The job of volunteer co-ordinator is now a paid position.

WORKSHOP
MOTIVATING VOLUNTEERS AT WORK

SPEAKER: Kathy Wiele, President - Lifetime Consulting Services

Today's volunteers need good reasons to say "yes." In this workshop, Kathy Wiele explained how to build a benefits plan that will motivate and satisfy the needs of your volunteers.

VOLUNTEERS NEED TO KNOW

- they are contributing alongside people they respect
- their talents and skills are recognized and valued
- there is an opportunity to achieve goals or solve problems that are important to them
- what rewards or recognition your group provides for achievement or efforts
- it will be fun and exciting to work in your organization

STEPS TO SUCCESSFUL RECRUITMENT

- research benefits provided by other volunteer groups
- plan a year-end social to introduce new recruits to the "veterans" of your group
- prepare an information kit to orientate new volunteers
- develop a training program for new volunteers

Recognition is a powerful motivator. Here are some suggestions for showing personal and public recognition of the efforts of your volunteers:

Personal recognition

- smiles, open body language, supportive remarks, candid praise, hugs, appreciative nods, a letter of support

Public recognition

- words: letters, citations, public thanks
- awards: plaques, trophies, certificates, books, photo albums, inductions into prestigious groups, e.g., Hall of Fame
- rewards: free tickets/passes, out-of-town travel, training workshops, T-shirts, mugs, personal notepaper, identification pins
- events: banquets, "roasts," tributes, special occasions
- special attention: TV programs on local cable stations, newspaper articles, newsletter articles, radio programs

HOW CAN YOU IMPROVE YOUR BENEFITS PLAN?

- Assign one person to be responsible for monitoring personal and private recognition in your organization.
- Keep track of previous awards given to create a historical perspective.
- Celebrate your recognition system; make sure everyone knows what your recognition "wares" are.
- Match the right form of recognition to the right person.

WORKSHOP
TEAM-BUILDING

SPEAKER: Paul Beaudry - Pirc Management Consultants, Ottawa

FOCUS was the key word in this workshop, designed to help group leaders improve the effectiveness of their teams.

To build a good team, you need to:

F	Find	- assess the strengths of team members and use their skills to advantage
O	Organize	- make long-range plans, set targets
C	Co-ordinate	- hold regular meetings, simplify the tasks, establish responsibilities
U	Understand	- keep lines of communication open - motivate team members
S	Salute	- salute your team members, acknowledge good performance

To establish mutual trust, use the **Win-Win** method:

F	Free	- allow each member to speak openly
O	of	- don't ask "trap" questions
C	Conflictual	- don't play games
U	Underhanded	- respect individual differences
S	Scheming	- accept conflict as normal

The role of the leader is: **FOCUS**

- **F** Facilitator
- **O** Organizer
- **C** Consistent
- **U** Understanding
- **S** Supportive

The test of consensus is: **FOCUS**

- **F** Feeling
- **O** of
- **C** consensus
- **U** ultimately ends up as
- **S** support

STEPS TO TEAM DEVELOPMENT

1. Focus on objectives
2. Focus on resources
3. Focus on team
4. Focus on praise

AN EFFECTIVE WORK GROUP

- draws on the skills and talents of its members
- praises members for excellence
- shows high regard for its leader
- never attaches blame or looks for excuses

ATELIER
L'ÉDIFICATION D'UNE ÉQUIPE

CONFÉRENCIER-INVITÉ : Paul Beaudry de la firme de conseillers en gestion :
Pirc Management Consultants d'Ottawa

Le mot clé de cet atelier est "FOCUS", terme anglais qui pourrait se traduire par "Convergence" dans l'action. L'atelier a pour but d'aider les animateurs de groupe à assurer l'efficacité du groupe.

Pour édifier une bonne équipe de travail, l'animateur doit :

F	Favoriser	- Les échanges pour mieux connaître les possibilités de chacun et renforcer leurs aptitudes.
O	Organiser	- La planification à long terme, établir les objectifs.
C	Coordonner	- Organiser des réunions à intervalles réguliers, simplifier les tâches, décrire les responsabilités.
U	Utiliser	- Toutes les ressources humaines et didactiques à sa disposition pour les mettre à profit et assurer la coordination dans l'action.
S	Servir	- Des compliments au besoin et démontrer de l'appréciation pour les efforts fournis et le travail bien accompli.

Afin d'établir un climat de confiance mutuelle, employer la méthode de négociation "GAGNANT-GAGNANT".

F Fournir l'occasion à chacun de s'exprimer librement.
O Omettre les questions "piégées" dans les discussions et entretiens.
C Contrer la tendance à "jouer au plus fin" pour surpasser autrui.
U User de patience et faire preuve de respect face aux divergences d'opinion.
S Se résigner au fait que l'émergence de conflits est un processus normal.

Le rôle de l'animateur consiste donc à :

F Faciliter les interventions des participants.
O Orienter les démarches individuelles et collectives.
C Consolider la constance dans l'action.
U User de compréhension envers chacun.
S Soutenir l'esprit d'équipe et la motivation.

La mise à l'épreuve permettra d'évaluer...

F foncièrement le sentiment
O ouvertement exprimé du
C consensus dans l'action
U unifiée qui se traduira par le
S soutien mutuel envers les objectifs fixés.

LES ÉTAPES À FRANCHIR POUR ÉDIFIER UNE ÉQUIPE :

1. *Focaliser* les objectifs à fixer
2. *Focaliser* les ressources à partager
3. *Focaliser* l'équipe à édifier
4. *Focaliser* la reconnaissance à prodiguer

UNE ÉQUIPE DE TRAVAIL EFFICACE :

- Puise à même les aptitudes et les talents de ses membres.
- Reconnaît les réalisations d'excellence.
- Estime et apprécie son dirigeant.
- N'attribue jamais de blâme inutile ni ne cherche de prétextes futiles.

7

WELLNESS MOVEMENT SESSIONS

WORKSHOP
OPPORTUNITIES AND CHALLENGES

SPEAKER: Karen O'Neill, Consultant - Fitness Canada

How are Canada's older adults shaping up?

Fitness Canada, the federal branch responsible for the promotion and development of well-being for all Canadians through physical activity, recently took a cross-country look at fitness in the "Third Age." In this workshop, Karen O'Neill talked about the study's scope and findings.

The $250,000 study, undertaken in partnership with the Secretariat for Fitness in the Third Age and the Red Cross, examined the following areas:

- target group profile
- scope of fitness and physical activity
- issues in the field
- potential partners in the development and delivery of the Blueprint
- strategies for action

The report also looked at ten key areas:

1. Attitudes
2. Prevention vs. Prescription
3. Community-based development
4. For Older Adults and by Older Adults
5. Image
6. Hard-to-reach older adults
7. Networking and connecting
8. Lifestyle participation
9. Pre-retirement
10. Theory versus practice

WHERE DO WE GO FROM HERE?

- During the course of the consultation, the Fitness Canada team collected many innovative ideas; the challenge now will be to translate those philosophical ideas to workable programs.
- Fitness Canada's first commitment will be to draw up a blueprint for the future.
- More money is being allocated to this division; the objective is to move beyond the planning stage and get into projects.

SESSION
COMMUNITY WELLNESS PROGRAMS

SPEAKER: Nancy Hall, Ph.D. - Be Well Consultants

The "wellness" approach to programming, geared to the goal of optimal health, is vital to the future of older adults.

In this session, Nancy Hall presented a model for community wellness programs and discussed the benefits of this approach.

The "ideal community" with a high level of wellness would be characterized by:

Physical
- more open green space, accessible to all
- one-stop shopping for services
- individualized services
- cluster housing with shopping fitness facilities integrated
- accessible, affordable housing
- program variety
- intergenerational jobsharing

Social
- education at all levels
- retirement planning in youth
- elimination of age labels
- more affluence
- involvement in planning, decision-making, delivery
- lifelong wellness
- self-help, support groups
- mixed ethnic groups

PILOT PROJECT

Keep Well - initiated by Preventative Service, British Columbia Ministry of Health, in collaboration with new West Seniors Bureau and Simon Fraser Health Unit, in New Westminster

GOALS

- to help older adults (living independently) maintain their well-being
- to help the community develop a supportive context for aging, i.e., services, housing, transportation
- to develop a resource kit to assist others in beginning a project

ACTIVITIES

One-to-One
- peer counselling
- telephone support line
- health outreach

Neighborhood
- fun and fitness
- tenants' groups

Older Adult Centre
- recreation
- wellness workshop
- health drop-in
- self-help groups
- cooking

Community
- telephone information
- older adults' column
- older adults' forum - annual - set agenda for project
- shopping program

Some of the issues that emerged from an analysis of the three-year pilot project are:

- older adult participation - increase number of older adult volunteers
- attitudes - must deal with myth that aging is a downhill process
  - emphasize the long-term benefits of involvement, creativity
  - need for leadership training to promote a shared vision of health, develop communication skills, better self-image
- lack of skills - we need:
  - more information on healthy aging
  - ability to facilitate (structure sessions, summarize, energize)
  - ability to empower - let participants know their work is significant, they are contributing to the vision
- clarification of mandate - who should co-ordinate? - need to make development of community wellness a shared agenda
- timeframe - establish 1-year, 5-year and 20-year goals

WORKSHOP
ENHANCING YOUR WELLNESS PROGRAM

SPEAKER: Nancy Hall, Ph.D. - Be Well Consultants

The concept of "wellness" is already at work in many communities. With the right leadership, meetings, exercise classes and other group activities can evolve into social activities that give participants "a good feeling."

In this workshop, participants shared their experiences with "wellness" programs. Here are some examples:

- a successful program run by and for older adults offering a range of activities from "very active" such as cross-country skiing to "less active" such as drama
- a YMCA training session for instructors on anxiety, stress and time management
- walking clubs - MTR programs are available through OACAO
- a program of gentle exercises for older adults
- a visiting program to reach isolated people in their homes - visitors often bring a gift of baking or a flower or play tapes in the older adult's native language; this program has been very well received
- a older adults' clinic for foot care, blood presssure, etc., presents an opportunity for older adults to talk with a professional health care worker about other health concerns

WORKSHOP
BUILDING A COMMUNITY PARTNERSHIP FOR WELLNESS

SPEAKER: Nancy Hall, Ph.D. - Be Well Consultants

Working together is the key to achieving the goal of wellness for older adults. In this workshop, Nancy Hall looked at strategies for forming and maintaining community partnerships.

WHAT IS A PARTNERSHIP?

- a coalition, federation, network
- a commitment, a sharing of duties
- a bond between people with common concerns
- working together to make the best use of our resources
- a good use of tax dollars
- a means of coping with change

WHO SHOULD YOUR PARTNERS BE?

- older adults, recreation leaders, churches, ethnic groups, Health and Social Services, service club, power brokers in your community, professionals (doctors, pharmacists, public health nurses), politicians (municipal, provincial, federal), Ministry of Tourism and Recreation

HOW CAN YOU BUILD PARTNERSHIPS?

- appreciate differences
- learn how to access resources
- learn how to deal with conflict
- guide rather than goad
- acknowledge and recognize contributions
- evaluate feedback

HOW CAN YOU MAINTAIN PARTNERSHIPS?

- vary meeting sites and times
- rotate leadership
- make meetings enjoyable - people should leave feeling energized
- document carefully; share minutes
- be open about finances
- do surveys; present results

WORKSHOP
WELLNESS: MARKETING AND PROMOTION

SPEAKER: Nancy Hall, Ph.D. - Be Well Consultants

In this workshop, Nancy Hall presented a step-by-step marketing plan for promoting your wellness program:

1. **Know your market**
   Who are you trying to reach? (e.g., older adult leaders, people who work with older adults)
   Look at motivations - why would they want to take part in "wellness"?
2. **Promote your concept**
   Be creative, target "niches" of the market to reach specific needs.
3. **Evaluate**
   Identify barriers to participation.
4. **Adapt and change**
   Changing attitudes takes time.

KEYS TO COMMUNICATION

1. **Raise awareness**, i.e., speak to groups, use varied media.
2. **Educate** - correct myths.
3. **Motivate** - appeal to emotions, target "real" older adults, not "super older adults."
4. **Re-inforce presence.**

STRATEGIES

1. Focus on specific market segments.
2. Personalize the message - self-care is personal; participation levels will vary.
3. Give it time - be patient, clear, persistent.
4. Make it fun.
5. Be a role model.
6. Strength through unity - work with older adults, leaders, other service providers.

WORKSHOP
PLANNING HEALTH STRATEGIES WITH SENIORS

SPEAKER: Anne Wright, Health Planner - Ottawa-Carleton Region Health Department

What does "health" mean to older adults and what can health professionals do to promote it?

HEALTH IS:

- optimal level of functioning
- sense of purpose
- feeling of being in control
- positive outlook
- sense of satisfaction
- focus on others
- ability to find support

THE MAJOR CHALLENGES TO MAINTAINING HEALTH ARE:

1. adjustment to chronic disease
2. adaptation to loss and change
3. lack of a supportive environment

OBJECTIVES OF HEALTH PROMOTION:	WHAT HEALTH PROFESSIONALS CAN DO:
1. Relationship with others	
- need social contact	- use opportunities to socialize - be a friendly visitor, share mealtimes - give one-to-one attention in institution
2. Awareness of options	
- need to rise above stereotypes	- information directories - explain services
- need better access to health departments	- get addresses of older adults; don't expect them to come to you

3. Self-care

- older adults sometimes overprotected
- need to know themselves
- form partnerships
- help with special diets, nutritional needs, medications

WORKSHOP
FITNESS

SPEAKER: Dr. Denise Allard, Professor - University of Ottawa

In the first Fitness workshop, Dr. Allard looked at the wellness needs of the elderly, with emphasis on the special needs of Francophones.

A study conducted by the Council on Aging identifies six means of preventing or alleviating physical or mental impairments that may affect the elderly:

1. Home Support
2. Home Care
3. Physical Activity
4. Socialization
5. Self-esteem
6. Nutrition

In order to make strides in helping the elderly lead healthier lives, we need to address these areas:

- **older adults' clubs:** How do we expose them to new ideas and encourage them to become more active?
- **health care:** There is a need to educate doctors - to discourage over-medication and promote other means of support. The elderly also need guidance in how to question their doctors.
- **transportation:** Getting to older adults' centres is still a problem for many rural residents.
- **fitness:** We need to continue to educate professionals, service providers and older adults themselves on the benefits of physical activity.
- **counselling:** Older adults need more leisure counselling.
- **French services:** There is a need for more information, networks, resources, education and professional development in French in the field of gerontology. Francophone groups should also be better represented at conferences such as this one.

"Fitness for all by the year 2000." What can we do to help achieve this goal, set by the World Health Organization?

In the second Fitness workshop, Dr. Allard examined the role of the individual and of the community in promoting fitness for older adults.

The challenge lies in channeling older adults through a healthy aging process, with the goal of maintaining self-respect and autonomy.

Our role as active **members of the community** is:

- to raise consciousness among the elderly and encourage them to be physically active
- to promote an active lifestyle
- to increase the quality of physical fitness programs

As **health care providers,** we need to:

- foster public participation, promote self-care
- strengthen community health services, provide mutual aid
- promote the image of health and a healthy environment

As social service providers, we need to:

- establish a network of services to maintain and support older adults in their community; exchange information with bodies involved in health services, social services, continuing education, nutrition, finances, housing, fitness, etc.
- provide more input to the World Health Organization on the success of various programs for older adults

WORKSHOP
FITNESS FOR THE INSTITUTIONALIZED OLDER ADULT

SPEAKER: Sharon Hudson - Special Projects Office - YM/YWCA, Ottawa

How can we improve the quality of life for the institutionalized older adult?

In this workshop, Sharon Hudson focused on ways of meeting the physical and psychosocial needs of elderly residents.

Designing a program implies:

Awareness of:

- target group
- participants as individuals
- facility: What space is available? Is it quiet, relaxing?
- staff
- self-attitude towards fitness
- motivation: What motivates participants?

Knowledge of:

- physical safety
- components of fitness program:
  - warm-up
  - co-ordination/touching
  - cardiovascular activity
  - strength/endurance exercises
  - flexibility - to maintain full range of motion
  - cooldown - to help excrete accumulated lactic acid from muscles

KEY POINTS

- Fitness programs can improve the self-image of a resident or patient.
- Fitness programs should incorporate music, equipment, chair dancing, imagery, games and social activities.
- Medical and physio/occupational therapy staff need to become more aware of the benefits of fitness programs.
- A standard information package should be developed. The package should include:
  - a video demonstrating a safe program.
  - a manual outlining guidelines and precautions, variety of exercises, use of music, use of equipment, games and activities, suggestions for meeting the needs of the cognitively impaired and the bedridden.

WORKSHOP
THE OLDER ADULT WALKING PROGRAM

SPEAKER: Greg Joy, Employee Fitness Consultant - Ministry of Tourism and Recreation

Walking is easy, cheap and good for you. Those are just a few of the reasons that it will be promoted as an ideal physical activity for older adults in a new MTR program, to be launched during Fitness Week, May 20-29.

In this workshop, Greg Joy provided a detailed overview of "Keeping Pace," an Older Adult Walking Program.

PROGRAM FORMAT

- program, featuring 12-minute walks, is an expanded version of a U.S. concept
- developed in partnership with Older Adults Centre Ontario (O.A.C.O.), Rockport Shoe Co. (sponsor)
- involves 25 Ontario cities as destination points
- target is 20,000 participants in the first year
- total distance 755 kilometers (Windsor to Ottawa)
- walking manual/log book to keep track of mileage included in $2 participant's kit (fee is to encourage commitment to program)
- stickers will be awarded for every 20-45 kilometers completed; can be affixed to certificate

MEDIA CAMPAIGN

- Walking Seminars in June, explaining objectives and benefits of the program in cities such as Thunder Bay, Sudbury, Sarnia, Ottawa and Toronto
- another launch in the week of July 17 at the Ontario Science Centre (Roland Michener helping with kick-off)
- posters for Older Adult Centres to inform older adults of program
- special events planned to increase participation, e.g., picnic walks, Design-a-Walk Contests, Explore-Your-Neighborhood walks, mileage dances

In a brainstorming session, workshop participants made the following suggestions for **improving the program:**

- Produce a 5-minute video as a promotional tool.
- Use positive terminology when explaining the program.
- Involve historical societies to combine walk with community history and generate enthusiasm in the program.
- Reward participants who have completed the project with "Keeping Pace" T-shirts.
- Make sure volunteers have input into the program.

8

SPECIALIZED PROGRAM SESSIONS

WORKSHOP
SENIORS GAMES

SPEAKERS:
- Bruce McDonald, Seniors Game Co-ordinator - Older Adult Centres Association of Ontario
- Blair McIntosh, Games Consultant - Ministry of Tourism and Recreation

In this session, Bruce McDonald and Blair McIntosh presented an overview of the Ontario Seniors Games.

HISTORY OF THE GAMES

Organized seniors' competition at the district level began in 1982 and was initiated by the Older Adults Centres Association of Ontario (OACAO) with the support and co-operation of the Minisitry of Tourism and Recreation.

The Ontario Senior Games have evolved from scattered community and regional activities into a cohesive provincial program, sponsored by the OACAO and the Ministry of Tourism and Recreation through the Ontario Senior Games Committee. The Committee is the administrative body of the Games, comprised of 12 seniors from every corner of the Province. It receives direction from district representatives at the Annual Ontario Senior Games Council meeting. This input is translated into policies and procedures and implemented by the O.S.G.C.

The first District Games were held in 1983 with 4600 participants. Participation grew to 15,000 participants in 1985. The first provincial Senior Games, Actifest '86, were held in Kitchener. Twelve hundred participants/guests represented their districts, qualifying from 20,000 seniors.

THE GAMES EVENTS

Community and District competitions are held annually, with Provincial Games occurring every two years. A Selection sub-committee of the Ontario Senior Games Committee chooses the Provincial host. The Games help to mobilize community interest and resources in support of seniors, heightening public awareness of their needs and their potential.

The purpose of the Games is to:

- improve physical fitness
- improve sense of well being
- increase mental stimulation
- increase recreational involvement

- provide opportunities for social interaction
- introduce new recreational activities to older adults
- foster co-operation and communication among older adults

Men and women, 55 years or older, participate in the Games. Provincial level activities generally reflect those pursued at the national level, but local and district competitions can involve a wider variety of events at the discretion of the organizers. Sanctioned events for the Games include:

- badminton
- carpet bowling
- chess
- contract bridge
- cribbage
- crokinole
- dance (old time)
- darts
- euchre
- 5-pin bowling
- golf
- horseshoes
- lawn bowling
- orienteering
- performing arts
- photography
- scrabble
- shuffleboard
- slopitch
- snooker
- softball throw
- swimming
- tennis
- walking

WORKSHOP
MTR ETHNIC PROGRAM

SPEAKERS: Kathy Dembroski, Consultant - Ministry of Tourism and Recreation
Marylin Kanee, Co-ordinator of Cross-Cultural Education, Carleton Immigrant Services Organization

Older adults and minority ethnic groups are missing out on recreational and cultural opportunities, according to a recent MTR report.

Using the report as a basis for discussion, Kathy Dembroski looked at the barriers that stand in the way of participation for many older adults. They include:

- **Lack of ethnic representation** on city boards and commissions - why?
  - advertisement of positions is placed in English-language publications
  - groups are unaware positions are available
  - nominating committees function in English
  - difficulty in matching skills available to skills required
  - feeling of "tokenism"
  - competing demands on small population
- **Language**
  - little English spoken in some ethnic groups
  - illiteracy
- **Cultural differences**
  - staff unaware of needs of minority groups (we make assumptions!)
  - selection of food geared to majority tastes
- **Attitudes**
  - negative community attitudes towards ethnic groups- lack of welcoming ambience
- **Lack of facilities and resources**

- **Transportation**
  - getting to facilities is a problem
- **Lack of time and money**
  - responding to ethnic needs requires preparation and additional funding

OVERCOMING THE BARRIERS

During group discussion, participants looked at possible solutions for breaking down these barriers to full participation. Recommendations included:

- **Language**
  - publish newspapers in other languages
  - bilingual staff
  - offer English-as-a-second-language courses
  - use signs with universal symbols
  - include other cultural images in visual materials
- **Cultural differences**
  - share interests (music, folk dances), integrate programs
  - offer a variety of foods from different cultures
- **Attitudes**
  - better public relations
- **Facilities**
  - pair up agencies to share resources
  - create recreational opportunities
- **Resources**
  - recruit staff and volunteers through ethnic papers
  - speak to ethnic groups, agencies
  - put notices in foreign pension cheques, churches
- **Transportation**
  - recruit volunteers to provide transportation

WORKSHOP
MTR RETIREMENT PROGRAM

SPEAKER: Karen Morris - Retirement Planning - Ministry of Tourism and Recreation

Until recently, most people didn't start to plan for retirement until five years before they left the workforce. Even then, the focus of their planning was primarily on finances.

As the population ages, it is becoming clear that people need help in adapting to a new lifestyle.

Responding to the need for more retirement planning programs, particularly in smaller communities, MTR has produced a manual aimed at helping leaders plan high-quality programs for older adults.

The topics covered in the **MTR manual** include:

a) attitudes towards retirement
b) planning, goal-setting, problem-solving
c) finances
d) housing alternatives
e) legal issues
f) leisure planning
g) opportunities in retirement
h) health issues
i) the role of the program co-ordinator
j) program planning

TIPS ON PLANNING YOUR PROGRAM

- Define your target group by doing a needs assessment.
- Financial planning is a major issue for older adults. Allow extra time for this section.
- Look at ways of marketing the program to younger adults. (The MTR manual is geared to adults aged 45-65.)

WORKSHOP
DEVELOPING A SENSITIZATION PROGRAM

SPEAKER: Patty Carnegy, Co-ordinator Staff Development - Metro Toronto Homes for the Aged

How does it feel to be old?

By simulating common handicaps, participants "walked a day" in the shoes of the people they serve and learned how to present "walk-a-day-in-my shoes" sessions to their staff and volunteers.

First, some facts about aging

- In 1981, 10% of Canadians (2,350,000) were over the age of 65.
  By 2001, 15% of Canadians (3,525,000) will be over 65; and
  by 2031, 21% of Canadians (6,000,000) will be in the 65+ group.
- Older adults are staying in their own communities until their late 80s - a growing trend.
- The average older adult over 85 has three chronic illnesses.

In this workshop, participants discovered firsthand what it felt like to be visually- or hearing-impaired or to lose manual dexterity and came away with a better understanding of how to adapt their programs and facilities to the needs of the elderly.

TIPS ON DEVELOPING A SENSITIZED PROGRAM

- Teach volunteers to use short sentences, help clean hearing aids, give non-verbal cues, pronounce words distinctly. In talking to older adults with hearing problems, remember to monitor your pitch and avoid covering your mouth.
- Watch for signs of a hearing problem: turning head to one side, talking loud, talking out of turn.
- Check the size of print on forms.

- Be aware that some people may have difficulty performing tasks that require fine motor skills.
- Slow to the pace of the blind person.

RESOURCE MATERIAL AVAILABLE

- Video - 30 min. - *Sixth Sense.* Kinetic Inc., 408 Dundas Street, Toronto, Ontario M5A 2A9 - (416) 963-5979.
- *Getting Through.* Canadian Hearing Society, 271 Spadina Avenue, Toronto, Ontario.

WORKSHOP
PROFIT-SHARING BUSINESS

SPEAKER: Sharon Snitman, Consultant, Veteran Affairs - Sunnybrook Medical Centre

Starting a small business can bring personal satisfaction, broaden social networks and generate income for older adults. In this workshop, Sharon Snitman talked about how to set up a successful small business.

Some important steps to follow in setting up a business are:

1. Visualize what kind of business you want to have.
2. Do your homework. What will you need to market your product or service: labor, facilities, equipment?
3. Cost out the program.
4. Design a marketing program.
5. Set sales prices.
6. Estimate your total sales.
7. How will you share revenue?
8. Set up a month-by-month sales and cost forecast.
9. Establish a system and procedures for business activities, i.e., business account, sales tax.

9

ARTS SESSIONS

WORKSHOP
COPPER ENAMELING

SPEAKER: Nadia Ahluwalia

In this workshop, Nepean artisan Nadia Ahluwalia demonstrated the techniques used in copper enameling - a craft that many older adults find relaxing and enjoyable.

WHAT IS COPPER ENAMELING?

Copper enameling, a process which originated centuries ago, involves the firing of "glass" powder on metal to create a decorative effect. This technique can be applied to such items as plates, bowls, pictures, candle holders, bracelets, rings, necklaces and other jewellery.

MATERIALS REQUIRED

- small kiln
- stilts, trivets, tongs
- variety of brushes
- pen, pencils
- file, carborundum stone or fine sandpaper
- glass mixing bowls
- lavender oil, squeege oil or Tragacanth gum
- copper pieces
- photostencil
- squeegee for screen printing
- asbestos gloves
- sieve to dust enamel
- scrolling pin
- transparent paper
- clean sheets of paper or glass
- refractory slabs
- exhaust fan
- variety of enamels
- gold or silver foil
- epoxy resin and hardener
- screen for screen printing
- glass decals

KEY POINTS

- Taking up this hobby provides an opportunity to meet people with similar interests and exchange ideas.
- Enameling is a creative past-time. As the hobbyist gains experience, he can experiment with new ideas and techniques.
- The short firing time of one or two minutes gives quick results.
- "Spoiled" pieces can usually be saved by adding other enamels or hammering the enamel. The copper and some of the enamel chips can also be reused.
- Craft sales are excellent outlets for items produced.

WORKSHOP
TRADITIONAL RUG HOOKING

SPEAKER: Kay Cosgrove

In this workshop, Kay Cosgrove showed samples of this traditional craft and talked about the materials and techniques required to create good quality rugs.

WHAT IS TRADITIONAL RUG HOOKING?
Traditional rug hooking originated in England and was brought to North America by early settlers. These rugs, crafted on burlap, using wool fabric strips, were originally intended to add warmth on floors and walls. Today, rug hooking is primarily a decorative art.

MATERIALS

- wool fabric: use flannel (old wool skirts, blankets) for best results
- dyes: stronger than ordinary dyes (available from U. S. or you can use natural dyes)
- burlap: use highest quality
- designs: look at nature, save birthday cards, etc.; make an album for ideas; you can also buy designs
- transfer pencil
- frame: you can use an old picture frame wrapped with cloth; attach burlap with pins or thread
- hook
- fabric cutter

RESOURCES

- Rittermere Craft Studio, Box 240, Vineland, Ontario
- *Designs for Hooked Rugs* - by Ted and Margaret Rowan
- Guild of Hookers - Old Forge C.C., Britannia, Ottawa

WORKSHOP
JACOBEAN EMBROIDERY

SPEAKER: Kay Clancy

This was a hands-on workshop, focusing on techniques used to create Jacobean designs and pointers for adapting programs to older adults.

WHAT IS JACOBEAN EMBROIDERY?
Jacobean design combines a variety of stitches to create exotically-colored, whimsical patterns, usually of birds, flowers and leaves.

THE BASIC STITCHES ARE:

- long French knot
- basic French knot
- feather stitch
- button-holing
- chain stitch
- lazy daisy stitch
- stem stitch

WHEN TEACHING OLDER ADULTS:

- use navy instead of yellow tracing paper
- stick to basic stitches
- use large print instructions

WORKSHOP
PORCELAIN ART

SPEAKER: Phyllis Scott

With help from a Wintario grant, the "Leeds China Painters" launched their creative venture — painting on porcelain — in 1972 in an old hall above a stable in Portland, Ontario. Since then, a New Horizons grant has helped them expand and make many improvements to their operation.

In this workshop, Phyllis Scott, an instructor with the group, demonstrated the fine art of painting porcelain and talked about the process and supplies involved in this craft.

EQUIPMENT

- china or porcelain plates
- paint mixed with mineral oil
- fine, square-tipped sable brushes

PROCESS

- draw pattern
- paint outline from pattern
- fire in kiln at 1500 degrees
- paint
- fire again at lower heat (never lower than 1350 degrees)

WORKSHOP
SILK PAINTING/WEARABLE AND DECORATIVE ART

SPEAKER: Lucy Jason

Artisan Lucy Jason described the techniques used in silk scarf painting in this hands-on workshop. The same techniques can be used to create designs on pillows, hoop plates, wall hangings, framed paintings, clothing, and curtains.

MATERIALS REQUIRED

- wooden frame
- thumbtacks to fasten on frame
- quilting pins to hold silk in place
- Resist/Gutta or Sharpie pen
- silk
- natural brushes (wolf or squirrel hair)
- iron

TIPS

- When using hoop, work one inch away from the edge to prevent dyes from running.
- Use only one stroke - "a swish."
- Clean brush every time you use a different color.
- Iron immediately after using pens - dye is heat set, colorfast.
- Average cost of producing a scarf is $10.
- All products used are advertised in HANDS magazine.

WORKSHOP
CERAMICS

SPEAKER: Bunny Payette, Ceramics Instructor - Good Companions Centre, Ottawa

Bunny Payette, a ceramics instructor at the Good Companions Centre in Ottawa, shared tips on teaching and working with ceramics.

GENERAL TIPS

- Make sure you have a qualified teacher.
- Always sign your work.
- Always read labels: materials can be toxic.

TECHNICAL TIPS

- Work with proper ceramic brushes - clay can rot some brushes.
- Wet brushes before using them.
- Gently rub seamlines in clay until they disappear.
- After seamlines are gone, clean your work with a wet sponge to get rid of dust.
- Underglaze: apply three coats, allowing coats to dry between applications.
- Use cheaper brushes for glazing; make sure they are clean and wet before applying glaze, one color at a time.
- When glazing, start at the bottom of your piece; use long strokes.

SESSION
THEATRE AND THE OLDER ADULT

SPEAKER: Doug McCullough - Doug McCullough Consulting, Toronto

Theatre can be one of the most stimulating forms of recreation for older adults. During the course of one session and one workshop, Doug McCullough looked at the benefits of involvement in theatre and identified the major barriers to participation.

WHAT DO WE KNOW ABOUT OLDER ADULTS AS A CLIENT GROUP?

- growing group:
  - in 1961, there were 273 adults 65+ for every 1,000
  - in 1988, there are 525 aged 65+ for every 1,000
  - in 2008, baby boomers will account for 55% increase in this group
- older adults are becoming healthier, wealthier, longer-living (in 1981, most older adults were in lower income bracket)
- most of today's older adults have had little experience with theatre
- as an audience, older adults are more conservative, more appreciative, less critical, but have special physical needs

BENEFITS DERIVED FROM ATTENDING THEATRE

- enjoyment
- mental stimulation
- social interaction
- provides a reason to get dressed up

MAJOR BARRIERS TO PARTICIPATION, identified in a survey conducted for Theatre Ontario (*Today's Audience Tomorrow*) are:

Barriers	Possible Solutions
- cost	- corporate sponsorship - keep prices reasonable - offer discounts
- late performances	- more matinees - luncheon theatre - group theatre outings, especially for widowed, female population
- lack of transportation	- sponsorship, e.g., TTC
- lack of facilities for early arrivals	- provide lounge area
- hearing and sight impairment	- sound system for hard-of-hearing; sound should not reverberate - actors should project voices
- stairs	- better lighting on stairs - hand rails - ramps to replace stairs
- mobility, comfort problems	- more legroom to accommodate arthritic legs - comfortable seats - washrooms close at hand - wheelchair spots near front and sides, not at back
- fear of the unknown	- pre-trip study of play; preparation enhances appreciation of performance - number to call for specific inquiries (personal response)
- lack of marketing	- more advertising in magazines for older adults

RECOMMENDATIONS for an action plan, contained in the survey, include:

- Government should: - design funding programs recognizing the importance of the aging population
  - pay for ongoing surveys and present results
  - provide affirmative funding incentives to encourage involvement of older adults in all areas of production
  - recognize and fund theatre relevant to nursing home residents
- The Ministry of Culture and Communications should fund removal of physical barriers in established theatres
- The theatre community should:
  - use market research to guide program offerings
  - offer programming that is high quality, entertaining, challenging, relevant to older adult experience
  - push for corporate sponsorship of tickets for older adults
  - lower ticket prices, offer more group discounts, more matinees
  - recruit older adults as members of advisory committees for local and commercial theatres

To obtain copies of *Today's Audience Tomorrow*, contact:
Theatre Ontario
344 Bloor Street West - 6th Floor
Toronto, Ontario M5S 4W9

WORKSHOP
THEATRE IN ACTION

SPEAKER: Soeur Giselle Richard

If all the world's a stage, older adults should have an opportunity to play important roles too. In this session, Soeur Giselle talked about ways of involving older adults in theatre production.

WHAT STANDS IN THEIR WAY?

- stereotypes:
  - older adults are seen as sickly and sedentary
  - limited to activities such as cards and bingo
- the reality is 85% of those aged 65 and over enjoy good health
- it is important to offer older adults a variety of activities, encourage them to keep active in the community

HOW CAN YOU ADAPT THEATRE PROGRAMMING TO OLDER ADULTS?

- give everyone a part to play - even if it's just one line
- stress that every part is important
- speak slowly and clearly
- make sure your rehearsal space is not too large
- if you are working with disabled performers, don't assign them parts that demand a great deal of physical movement
- respect their limitations and give them options

- don't expect a lot of memorization; memories can fail; leave the script on a prop, i.e., telephone stand as a back-up measure
- encourage them to improvise, put something of themselves into their character
- have them assume different roles
- remember that this is their creation

ATELIER
THÉÂTRE EN MOUVEMENT

CONFÉRENCIÈRE-INVITÉE : Soeur Giselle Richard

Si le monde est une scène où chacun se produit, les aînés devraient aussi pouvoir jouer des rôles d'importance. Durant cette séance, Soeur Giselle discute des façons de faire participer les aînés dans des productions théâtrales.

LES FACTEURS QUI LES EN EMPÊCHENT :

- Les stéréotypes :
  Les aînés sont perçus comme des personnes maladives et sédentaires confinées aux activités telles que le bingo et les jeux de cartes.
- En réalité, 85% de la population de 65 ans et plus jouit d'un bon état de santé.
- Il est important d'offrir aux aînés la possibilité d'accéder à tout un éventail d'activités et de les encourager à demeurer actifs au sein de la communauté.

COMMENT ADAPTER LA PROGRAMMATION THÉÂTRALE POUR Y INCLURE LES AINÉS?

- Confier un rôle à chacun, même si cela se résume à une seule réplique.
- Insister sur l'importance de chaque rôle, si minime soit-il.
- S'exprimer lentement et clairement.
- Restreindre l'espace ou le local où l'on tient les répétitions.
- S'il faut composer avec des acteurs handicapés, ne pas leur confier des rôles qui exigent de nombreux déplacements sur scène ou des gestes trop élaborés.
- Tenir compte des contraintes et limites de chacun et offrir des solutions de rechange.
- Ne pas s'attendre à de gros efforts de mémorisation; la mémoire peut flancher; laisser le manuscrit sur un accessoire (tel une petite table) comme mesure de soutien.
- Les encourager à improviser, à personnaliser le caractère du personnage.
- Les faire jouer plusieurs rôles.
- Garder en tête que c'est leur création et leur production.

10

OVERVIEW OF SPEECHES

TWO EVENING SPEECHES were delivered at the Initiatives Symposium. Jim Reed, host/reporter of CTV's weekly news magazine program, "W5," kicked off the Symposium with a keynote address on "Something Extra, Something Special." Bob Secord, the Assistant Deputy Minister of the Recreation Division, Ministry of Tourism and Recreation, remarked at the Symposium's closing banquet.

Highlights of these two speakers' presentations follow.

10.1 JIM REED'S KEYNOTE ADDRESS

Our hectic work pace causes us at times to lose sight of the important things in life. Key priorities to re-establish for ourselves and in our work with older adults include:

- Love one another. Communicate openly. Share respect and compassion.
- Keep flexible. Accept and adapt to change. Remain open to new ways of learning, acting and interacting. Go beyond the status quo.
- Provide leadership. Foster teaching, bonding and love. Emphasize mutually harmonizing and liberating values.
- See ourselves as equals to those we lead and teach.
- Do not "pigeon hole" older adults with labels. We are all part of the aging process from birth.
- Treat each older adult as an individual, NOT as a target group.
- Consult older adults and involve them in decision-making processes.
- Help all older adults to have fun. Enjoyment should be built into all our programs.
- Eliminate poorness, sickness and loneliness from the lives of older adults.
- Strengthen our lobbying efforts for more and better spent funding for older adult initiatives.

10.2 BOB SECORD'S REMARKS

Over the next two decades, the shift in the age composition of Ontario's population will have a huge impact on our society. Meeting the needs of older adults and developing initiatives to accommodate the changing demographics of this province are among the Ministry's most important objectives.

In order to meet this challenge, the Ministry of Tourism and Recreation is committing more than $3.1 million to implement four new initiatives aimed at improving the quality of life for Ontario's older adults.

These initiatives are:

1. **Lifestyle Planning for Older Adults**
   This comprehensive retirement planning model has been reviewed by health and social services professionals and selectively tested, with excellent reviews. This model encourages the use of community resources.

2. **Public Awareness Campaign**
   The campaign is designed to promote retirement planning and encourage people to prepare for the future.

3. **Creative Initiatives**
   This initiative will stimulate the development of fresh and innovative approaches to recreation services for older adults. It will provide training and development to recreation workers to help them offer challenging opportunities to their clients.

4. **Older Adult- Unemployed Youth Partnership**
   This initiative pairs experienced retirees with unemployed young people who could benefit from practical advice and guidance.

To ensure the success of these initiatives, the Ministry will spend $1.25 million this fiscal year, another $1.25 million in 1988-89, and $665,000 in the third year of the program.

The directions stemming from this conference will give the Ministry the nuts and bolts it needs to prepare for regional training events next year and to support pilot projects throughout the province.

APPENDIX I

SYMPOSIUM PARTICIPANT INFORMATION

OUT OF PROVINCE

Ms. Anne Marie Fraser
Nova Scotia Sport & Rec.
Commission
P. O. Box 864
Halifax Nova Scotia
B3J 2V2

Ms. Dianne Johnson
Alberta Recreation and Parks
8th Fl. 10405 Jasper Ave
Edmonton Alberta
T5J 3N4
(403) 427-2001

Mlle Ndongo Mapoke
Bernadette Nicole
Conseiller principal
De jeunesse et d'animation
Ministère de la Jeunesse et des sports
Cameroun, Africa

Mr. Kit Peterson
Saskatchewan Parks & Recreation
1942 Hamilton St., 3rd Floor
Regina Saskatchewan
S4P 3V7
(306) 787-5714

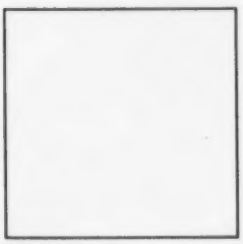
Dr. Harold Shea
Senior Citizens Secretariat
5182 Prince St., Box 2065
Halifax Nova Scotia
B3J 2Z1

CENTRAL

Ms. Katie Adelman
Part Time Learning
Box 200, T.V. Ontario, Station Q
Toronto Ontario
M4T 2T1
(416) 484-2600

Ms. Nancy Angus
York Quay
39 Firwood Crescent
Islington Ontario
M9B 2V9
(416) 973-4944

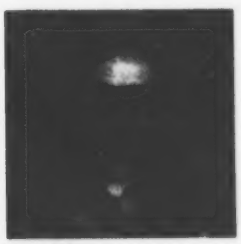
Mr. Ray Applebaum
Older Adult Centres' Assoc. of Ont.
1220 Sheppard Ave. E.,Ste. 409
North York Ontario
M2K 2X1
(416) 495-4061



Mr. Robert J. Baker
Ministry of Tourism & Recreation
34 Simcoe St., P.O. Box 730
Barrie Ontario
L4M 4Y5
(705) 737-3301

Mr. Dave Bauer
Northland Manor Home for the Aged
485 Northland Ave
Port Colborne Ontario
L3K 4B3

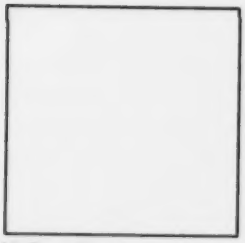
Mrs. Janet Beachy
John Noble Home
97 Mount Pleasant St.
Brantford Ontario
N3T 1T5
(519) 756-2920



Mr. Jeff Bilton
Town of Halton Hills
P.O. Box 128
Halton Hills Ontario
L7G 4T1
(416) 877-5185

CENTRAL

Mr. Lawrie Bloom
City of Brampton
1A Knightsbridge Road
Brampton Ontario
L6T 4B7
(416) 792-7422



Ms. Brenda Blum
West Park Hospital
82 Butonwood Ave
Toronto Ontario
M6M 2J5

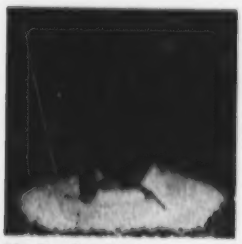
Ms. Joy Brooks
1st Place Hamilton Inc.
350 King St. E., Ste. 300
Hamilton Ontario
L8N 3Y3
(416) 529-8138

Ms. Stephanie Brooks
Brock University
Glenridge Campus
St. Catharines Ontario
L2S 3A1
(416) 688-5550

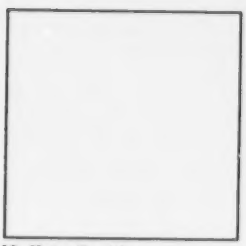
Ms. Claire Brown
City of Mississauga
300 City Centre Drive, 2nd Floor
Mississauga Ontario
L5B 3C1
(416) 274-2369

Ms. Christine Buckle
Metro Toronto Housing Co.
2425 Eglinton Ave. E., Ste. 211
Scarborough Ontario
M1K 2P6
(416) 392-6155

Mr. Nick Camarda
Metro Toronto Housing
20 York Mills Road, 3rd Floor
Willowdale Ontario
M2P 2G2



Mr. Glen Campbell
Town of Georgina
Civic Centre
Keswick Ontario
L4P 3E9
(000) 476-4301



Ms. Karen Cavallin
Sr. Citizen Centre
240 Mohawk Rd. E. Apt 310
Hamilton Ontario
L9A 2H7

Ms. Yvonne Chan
St. Stephen's Community House
10 Major Street
Toronto Ontario
M5S 2L1

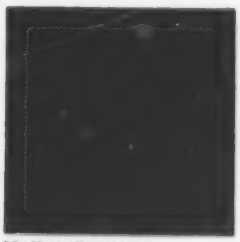
Mrs. Barbara Chapman
Second Mile Club of Toronto
110 Edward Street
Toronto Ontario
M5G 2A5
(416) 597-0841

Mr. Bob Christie
St. Catharines Park & Rec. Dept.
Box 3012, 320 Geneva Street
St. Catharines Ontario
L2R 7C2
(416) 937-7210

Ms. Eileen Craig
Volunteer Centre of Metro Toronto
23 Doris Drive
Toronto Ontario
M4B 3C7

Mr. John Crawley
Ministry of Tourism & Recreation
Box 1360
Gravenhurst Ontario
P0C 1G0
(705) 687-3412

Mr. Stephen P. Davis
City of Niagara Falls
5145 Centre St.
Niagara Falls Ontario
L2G 3P3
(416) 356-7521



Ms. Kathy Dembroski
Ministry of Tourism & Recreation
63 Hillhurst Boulevard
Toronto Ontario
M5N 1N5

CENTRAL

Ms. Kathryn Dixon
Min of Culture and Communications
77 Bloor Street W., 3rd Floor
Toronto Ontario
M7A 2R9

Mr. Rick Dominco
Town of Markham
8911 Woodbine Ave.
Markham Ontario
L3R 1A1
(416) 477-7000

Mr. Dave Dubois
Georgian College
825 Memorial Avenue
Orillia Ontario
L3V 6S2
(705) 445-1030

Mr. Peter Dunbar
Town of Collingwood
P.O. Box 157
Collingwood Ontario
L9Y 3Z5
(705) 445-1030

Ms. Debbie Van Elslander
City of Brantford
1 Sherwood Drive
Brantord Ontario
N3T 1N3
(519) 756-1500

Mr. Gus Falcioni
City of North York
5100 Yonge Street
North York Ontario
M2N 5V7
(416) 224-6275

Ms. Sheilagh Finn
City of Brampton
150 Central Park Drive
Brampton Ontario
L6T 2T9

Ms. Debbie Folkes
West Park Hospital
82 Buttonwood Ave
Toronto Ontario
M6M 2J5

Ms. Flo Forbes
City of Etobicoke
399 The West Mall
Etobicoke Ontario
M9C 2Y2

Ms. Lee Fraser
Rethink Inc.
64 Ferncroft Drive
Scarborough Ontario
M1N 2X4
(416) 694-2864

Mr. Lynton Friedberg
Town of Richmond Hill
P.O. Box 300
Richmond Hill Ontario
L4C 4Y5
(416) 884-8101

Ms. Shirley Glauser
Ancaster Senior Achievement Centre
622 Alberton Rd. S.
Alberton Ontario
L0R 1A0

Mrs. Margaret Goode
Extendicare - Oakville
599 Lyons Lane
Oakville Ontario
L6B 2Y2
(416) 844-3404

Mr. Bill Gordon
Georgian College
825 Memorial Avenue
Orillia Ontario
L3V 6S2

Mr. Herb Gray
Ministry of Tourism & Recreation
77 Bloor St. E., 8th Flr.
Toronto Ontario
M7A 2R9
(416) 965-5665

Ms. Michelle Haney-Kileeg
Metro Toronto Housing Co.
20 York Mills Road, 3rd Floor
Willowdale Ontario
M2P 2C2
(416) 392-6034

CENTRAL

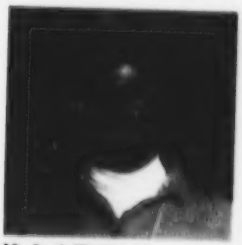
Ms. Ruth Harcort
Family Services Association
Box 74
Cobourg Ontario
K9A 4K2
(416) 922-3126

Ms. Rose Harrison
Town of Milton
P.O. Box 1005
Milton Ontario
L9T 4B6
(416) 878-7211

Ms. Dana Hill
City of York Parks & Recreation
2700 Eglinton Ave W.
Toronto Ontario
M6M 1V1

Ms. Pamela Hitchcock
Ryerson Polytechnical Institute
350 Victoria St.
Toronto Ontario
M5B 2K3

Mrs. Ina M. Hodgin
2400 Marine Drive
Oakville Ontario
L6L 1C7



Mr. Jamie Hopkins
Centennial Community Centre
8600 McCowan Road
Markham Ontario
L3P 3M2
(416) 294-6111

Ms. Karen Irie
Senior Talent Bank Assoc. of Ont.
161 Eglinton Ave. E., Ste. 806
Toronto Ontario
M4P 1J5
(416) 483-2626

Ms. Marie James
City of Scarborough
150 Borough Drive
Scarborough Ontario
M1P 4N7
(416) 396-7806

Mr. Tim Jones
City of North York
5100 Yonge Street
North York Ontario
M2N 5V7
(416) 224-6265

Ms. Sandy Jones
University Settlement House
23 Grange Road
Toronto Ontario
M5T 1C3
(416) 598-3444

Ms. Carol Jones-Simmons
St. Christopher's House
761 Queen St. West
Toronto Ontario
M6J 1G1

Ms. Darlene Joslin
Town of Richmond Hill
P.O. Box 300
Richmond Hill Ontario
L4C 4Y5
(416) 884-8101

Mr. Greg Joy
Ministry of Tourism and Recreation
77 Bloor Street West, 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-6311

Mr. Larry Ketcheson
Ministry of Tourism and Recreation
77 Bloor St. W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-5665

Mr. John Kirkpatrick
City of Stoney Creek
777 Hwy #8, P.O. Box 940
Stoney Creek Ontario
L8G 4N9
(416) 643-1261

Ms. Theresa Kramer
City of Mississauga
300 City Centre Drive
Mississauga Ontario
L5B 3C1
(416) 274-2369

CENTRAL

Ms. Jane Leitch
United Senior Citizens of Ontario
5033 Lakeshore Blvd. W.
Toronto Ontario
M8V 1K5
(416) 252-2021

Ms. Judy Lilly
Town of Oakville,Parks &
Rec. Dept.
263 Kerr St.
Oakville Ontario
L6K 3B4
(416) 845-8141

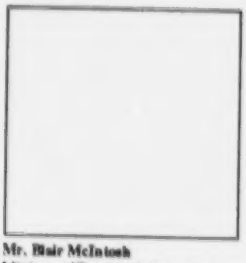
Ms. Betty Lou Lyan
Mins.of Community & Social
Services
700 Bay Street 21st Floor
Toronto Ontario
(416) 963-0720

Mr. Doug MacLean
City of Toronto, Pape Recreation
Centre
953 Gerrard Street
Toronto Ontario
M4M 1Z4
(416) 461-3531

Mr. Denis McClelland
London YM/YWCA
382 Waterloo Street
London Ontario
N6B 2W8
(519) 667-3300

Mr. Wilson McCue
Ministry of Tourism & Recreation
77 Bloor St. W., 8th Flr.
Toronto Ontario
M7A 2R9
(416) 965-5665

Ms. Heather McGregor
St. Christopher House
761 Queen St. West
Toronto Ontario
M6J 1G1



Mr. Blair McIntosh
Ministry of Tourism & Recreation
77 Bloor St. W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-6546

Ms. Margot McKinnon
City of Etobicoke
399 The West Mall
Etobicoke Ontario
M9V 2Y2

Ms. Tiyanne McLean
City of Scarborough
5450 Lawrence Ave. East
Scarborough Ontario
M1C 1R6
(416) 396-7806

Mr. John Meagher
City of York Parks & Recreation
2700 Eglinton Ave W.
Toronto Ontario
M6M 1V1

Ms. Mary Milligan
George S. Syme Srs. Centre of York
33 Pritchard Ave.
Toronto Ontario
M6N 1T4

Mr. Richard Moore
Family Services Assoc.of
Metro Toronto
22 Wellesley St. E.
Toronto Ontario
M4Y 1G3
(416) 922-3126

Ms. Lindsay Morgan
City of North York
5100 Yonge Street
North York Ontario
M2N 5V7
(416) 224-6276

Ms. Karen Morris
Ministry of Tourism & Recreation
77 Bloor St. W., 8th Flr.
Toronto Ontario
M7A 2R9
(416) 965-5665

Ms. Zubeda Nanji
Metro Toronto Housing Authority
1320 Yonge St.
Toronto Ontario
M4T 2W4

CENTRAL

Ms. Colette Naubert
Ministry of Culture & Communication
77 Bloor St. W., 3rd Floor
Toronto Ontario
M7A 2R9
(416) 965-6256

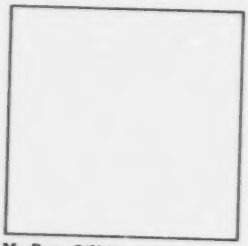
Mr. A. Graham Nelson
City of Oshawa
50 Centre Street South
Oshawa Ontario
L1H 3Z7
(416) 725-7351

Ms. Susana Ng
Woodgreen Community Centre
835 Queen Street E.
Toronto Ontario
M4M 1H9

Ms. Beverley J. Nickoloff
Office for Senior Citizens Affairs
76 College Street, 6th Floor
Toronto Ontario
M7A 1N3

Mr. Wes Odgen
Welland Parks & Recreation Dept.
35 Wavell Court
Welland Ontario
L3B 2E8
(416) 732-5331

Ms. Lorrie O'Brien
Toronto Parks & Recreation
66 Sheridan Avenue
Toronto Ontario
M6K 2G9
(416) 537-4194



Mr. Barry O'Neil
Town of Whitby
575 Rossland Road E.
Whitby Ontario
L1N 2M8
(416) 668-5803

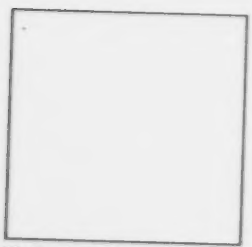
Mrs. Betty Pauze
idox 261
Port Severn Ontario
L0K 1S0
(705) 538-1181

Mr. Louis Portelli
Home Programs
14th Flr., East Tower, City Hall
Toronto Ontario
M5H 2N1

Mrs. Tami Rankin
Toronto Parks & Recreation
2238 Dundas St. W., 3rd Floor
Toronto Ontario
M6R 1X3
(416) 392-6669

Ms. Karen Reimer
Brantford Seniors Centre
219 Colbourne Ave.
Brantford Ontario
N3T 2H2
(519) 756-3261

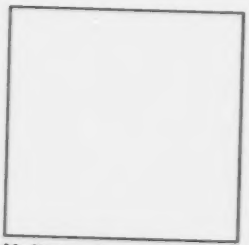
Ms. Margaret Riach
Second Mile Club of Toronto
15 Ashall Blvd.
Toronto Ontario
M4B 3C2
(416) 751-7773



Ms. Carolyn Rivett
County of Simcoe, Recreation Dept.
Midhurst Ontario
L0L 1X0
(705) 726-9300

Ms. Janet Rudd
Ministry of Tourism and Recreation
700 Bay St. 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-0283

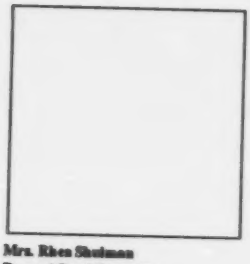
Ms. Joanne Russell
City of North York
5100 Yonge Street
North York Ontario
M2N 5V7
(416) 224-6259



Ms. Marlene Scorrano
Borough of East York
550 Mortimer Avenue
Toronto Ontario
M4J 2H2
(416) 461-9451

CENTRAL

Mr. Jim Scott
Volunteer Centre of Toronto
11 Rosegrove Place
Agincourt Ontario
M1S 1W5



Mrs. Rhea Shulman
Bernard Betel Centre for
Creative Living
1003 Steeles Avenue West
North York Ontario
M2R 3T6
(416) 225-2112

Ms. Diana Simpson
The Riverdale Hospital
Recreation Therapy Department
14 St. Matthews Rd.
Toronto, Ontario
M4M 2B5
(416) 461-8251

Mr. Ian Smith
Ministry of Tourism & Recreation
100 Park Drive Box 342
Huntsville Ontario
P0A 1K0
(705) 789-6421

Ms. Jane-Ann Smith
Simcoe Seniors' Centre
89 Pond St.
Simcoe Ontario
N3Y 2T5

Mr. Jake Smythe
The YMCA of Metropolitan Toronto
15 Brendalbane Street
Toronto Ontario
M4Y 2V5
(416) 922-7765

Ms. Barb Snell
Niagara College
101 Louisa St.
St.Catharines Ontario
L2R 2K2

Ms. Sharon Saltman
Sunnybrook Medical Centre
43 Braemar Ave
Toronto Ontario
M5P 2L1
(416) 480-4609

Ms. Ann Spence
John Noble Home
97 Mount Pleasant St.
Brantford, Ontario
N3T 1T5
(519) 756-2920

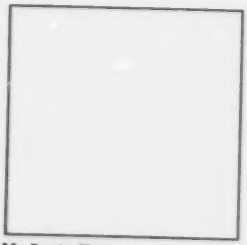
Ms. Cathy Stackwell
Ministry of Tourism & Recreation
Fairmount, R.R.#2
Port Hope Ontario
L1A 3V6
(416) 885-5047

Ms. Ivy St.Lawrence
Advisory Council on Senior Citizens
700 Bay St., 2nd Floor, Ste. 203
Toronto Ontario
M5G 1Z6
(416) 965-2324

Ms. Judy Svendsen
Ministry of Housing
777 Bay St. 2nd Floor
Toronto Ontario
M5G 2E5
(416) 585-6446

Ms. Mary Tate
Advisory Council on Senior Citizens
700 Bay St., 2nd Floor, Suite 203
Toronto Ontario
M5G 1Z6
(416) 965-2324

Ms. Irene Tsang
St. Stephen's Community House
10 Major Street
Toronto Ontario
M5S 2L1



Ms. Sandra Tulloch
Theatre Ontario
344 Bloor St. W., 6th Floor
Toronto Ontario
M5S 1W9
(416) 964-6771

Ms. Debby Vigoda
Community Consultant
30 Old Park Road
Toronto Ontario
M6C 3H6
(416) 787-0487

CENTRAL

Ms. Bonnie Ward
Milton Dept. of Leisure Services
P.O. Box 1005
Milton Ontario
L9T 4B6
(416) 878-7211

Mrs. Mary Lou Weir
Hamilton Senior Citizens Centre
75 MacNab Street South
Hamilton Ontario
L8P 3C1
(416) 522-9922

Ms. Carol Wilkin
Toronto Board of Education
155 College St.
Toronto Ontario
M5T 1T6

Ms. Norma Willis
Central Park Seniors' Rec. Centre
Box 5013
Burlington Ontario
L7R 3Z6
(416) 335-7718

Ms. Lynn Wray
City of North York
5100 Yonge Street
North York Ontario
M2N 5V7
(416) 224-6258

Mr. James Wright
Township of Grimsby
18 Livingston Ave.
Grimsby Ontario
L3M 1K7
(416) 945-3519

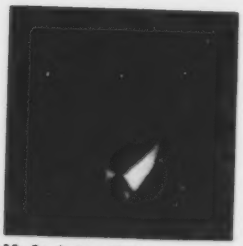
Ms. Carol Zwarych
c/o Linhaven Home For the Aged
403 Ontario Street
St. Catharines Ontario
L2N 1L5

EASTERN

Dr. Denise P. Allard
University of Ottawa
35 MacDougal
Ottawa Ontario
K1N 6N5
(613) 564-5947

Ms. Dominique Allard
Residence St. Louis
879, Chemin Park Hiawatha
Orleans, Ontario
K1C 2Z6
(613) 824-1720

Ms. Diane Andrew
Nepean Parks & Recreation
1701 Woodroffe Ave.
Nepean Ontario
K2G 1W2



Mr. Lucio Appolloni
Ministry of Tourism & Recreation
10 Rideau St., 4th Floor
Ottawa Ontario
K1N 9J1
(613) 566-3725

Mr. Rick Baker
City of Kanata
150 Katimavik Road
Kanata Ontario
K2L 2N3
(613) 592-4281

Ms. Cecelia P. Baker
North Kingston Community
286 Montreal St.
Kingston Ontario
K7K 3H1

Ms. Sue Beaudry
Good Companion Senior Centre
670 Albert Street
Ottawa Ontario
K1R 6L2
(613) 236-0428

Mme Fernande Bergevin
RR #4, 54A Seguinsbourg
Casselman Ontario
K0A 1M0

Mr. Maurice Berthiaume
New Horizons Program
Box 533
Hawkesbury, Ontario
K6A 2Y2
(613) 632-3003

EASTERN

Dr. Patricia Bolla
University of Ottawa
Ottawa Ontario
K1N 6N5
(613) 564-5941

Ms. Marilyn Box
Central Volunteer Bureau
256 King Edward Ave.
Ottawa Ontario
K1N 7M1

Ms. Janice Bridgewater
Glebe Centre
950 Bank Street
Ottawa Ontario
K1S 5C6
(613) 238-2727

Ms. Carol Brophy-Humes
Glen-Stor-Dun Lodge
1900 Montreal Rd.
Cornwall Ontario
K6H 5T1

Ms. Cheryl Brown
Kemptville & District Home Support
PO Box 1192
Kemptville Ontario
K0G 1J0
(613) 258-2546

Mrs. Sandra Burchell
Box 279
Cardinal Ontario
K0E 1B0
(613) 657-4455

Ms. Mary Byrne
Heritage Club
c/o City of Kanata
150 Katimavik Rd.
Kanata, Ontario
K2L 2N3
(613) 836-5196

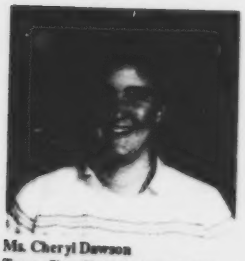
Ms. Suzanne Charbonneau
Brockville Psyciatric Hospital
Box 1050
Brockville Ontario
K0E 1T0

Ms. Carole Closs
Kingston Psychiatric Hospital
Box 603
Kingston Ontario
K7L 4X3
(613) 546-1101

Mrs. Karen Coe
Town of Lindsay
144 Adelaide St. N.
Lindsay Ontario
K9V 4M3
(705) 324-9113

Mrs. Kathyrn Connell
Walker House
P.O. Box 2580
Prescott Ontario
K0E 1T0
(613) 925-5300

Mr. Pat Coyne
RA Centre
2451 Riverside Drive
Ottawa Ontario
K1H 7X7



Ms. Cheryl Dawson
Totten Sims Hubicki Association
P.O. Box 398
Cobourg Ontario
K9A 4L1
(416) 372-2121

Mr. Moe Deschamps
2400 Carling Avenue, Unit 209
Ottawa, Ontario
K2B 7H2
(613) 828-2403

Mr. Roger Dion
University of Ottawa
192 Laurier St. East
Ottawa Ontario
K1N 6N5

Ms. Carol Shirley Donovan
Health Insurance Directorate
56 Glebe Ave., Apt. #3
Ottawa Ontario
K1S 2C3

EASTERN

Mr. Reg Downie
Ontario Folk Arts Multicult Council
133 Brock Street
Brockville Ontario
K6V 4G5

Ms. Tilda Van Dyk
Box 19, R.R. #3
Jasper Ontario
K0G 1G0
(613) 269-4707

M. Andre Giroux
College Algonquin
140 Main Street
Ottawa Ontario
K1S 1C2

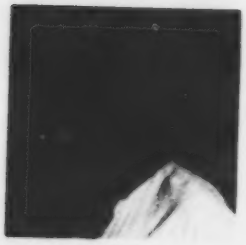
Ms. Janet Gleason
Marian Hill Home
600 Cecelia St.
Pembroke Ontario
K8A 7Z3
(613) 735-6838

Ms. Sue Hall
Township of Cumberland
Box 15, R. R. #3
Navan Ontario
K4B 1J1

Ms. Kathleen Herman
500 Laurier Avenue West
Apt. 2201A
Ottawa Ontario
K1R 5E1

Ms. Pam Hill
Sidney-Township
R.R. #5
Belleville Ontario
K8N 4Z5

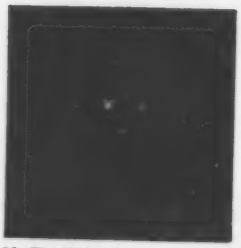
Ms. Georgette Houle
Ministry of Culture &
Communication
1 Nicholas St., 6th Fl. Suite 612
Ottawa Ontario
K1N 7B7
(613) 566-3728



Ms. Sharon Hudson
Ottawa YM/YW CA
180 Argyle Avenue
Ottawa Ontario
K2P 1B7

Mr. Henry Iubleau
Service for Continuing Education
5 Osgoode Street
Ottawa Ontario
K1Z 6N5

Ms. Christine Johnston
Recreation Department
210 Kent St. W.(Box 201)
Lindsay Ontario
K9V 4S1
(705) 324-9113



Ms. Tina Kelly
World Leisure & Recreation Assoc.
539 King Edward Avenue
Ottawa Ontario
K1N 7N6
(613) 564-6812

Ms. Dorien Kelsey
Brockville Psyciatric Hospital
75 Emma Street
Brockville Ontario
K6V 1S8

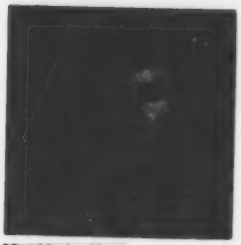
Mr. Paul Kemp
City of Nepean
1701 Woodroffe Avenue
Nepean Ontario
K2G 1W2
(613) 226-6554

Ms. Lisa Kennedy
114 Cain Street
St. Mary's Ontario
N0M 2V0
(613) 457-7000

Ms. Nan Keyes
St. Mary's of the Lake
340 Union St. Box 3600
Kingston Ontario
K7L 5A2

EASTERN

Ms. Angela Kilby
Bronson Home
81 Bronson Ave.
Ottawa Ontario
K1R 6G7
(613) 235-5147



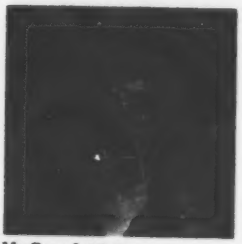
Mrs. Marion Kraft
Seniors Drop In Centre
42 Renfrew St.
Pembroke Ontario
K8A 6X1
(613) 735-1226

Mme Rita Lafleche
RR #1 chemin St. Isidore
Concession 6, lot 5
Casselman Ontario
K0A 1M0
(613) 764-2173

Ms. Fleur-Ange Lafleche
R. R. 1
St. Albert Ontario
K0A 3C0

Ms. Anna Lamacraft
Cardinal Resource Centre
Box 279
Cardinal Ontario
K0E 1E0
(613) 657-4455

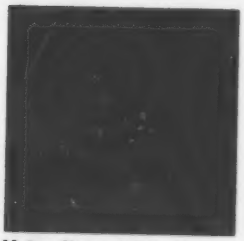
Mrs. Karen Langdon
South Elmsley Township
R. R. 1
Lombardy Ontario
K0G 1L0
(613) 283-8667



Ms. Grace Lattimer
Glen-Stor-Dun Lodge
1900 Montreal Rd.
Cornwall Ontario
K6H 5T1

Mr. Jean Serge Lauzon
Algonquin College of Applied Arts
140 Main Street
Ottawa Ontario
K1S 1C2
(613) 457-7000

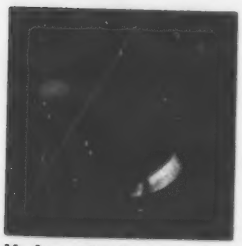
Mr. Aurele Lavergne
1383 Superior Court
Orleans, Ontario
K1C 6G6
(613) 824-2336



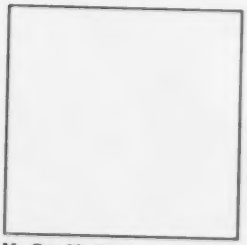
Madame Yvonne LeBel
Federation Des Aines Francophones
75, rue Bruyere #373B 'J'
Ottawa Ontario
K1N 5C7

Mr. Andre Leduc
Algonquin College
140 Main Street
Ottawa Ontario
K1S 1C2
(613) 594-4577

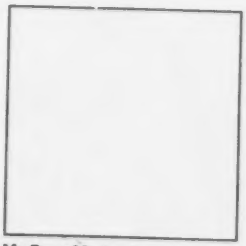
Ms. Marlis Lindsay
New Horizons
Charlotte Street, Box 1446
Peterborough, Ontario
K9J 7H6
(705) 748-3591



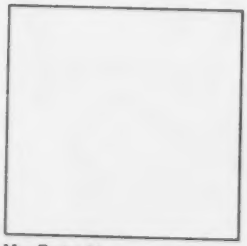
Mr. Jacques Lortie
City of Ottawa
875 Carling Ave.
Ottawa Ontario
K1S 2E9



Mr. Gary MacLean
City of Ottawa
845 Carling Avenue
Ottawa Ontario
K1S 2E9
(613) 564-1046



Ms. Peggy MacLeod
City of Ottawa, Leisure & Rec. Serv.
875 Carling Avenue
Ottawa Ontario
K1S 2E9



Mrs. Evelyn Manson
Callander Pioneer's Club
P.O. Box 76
Callender Ontario
P0H 1H0
(705) 752-1464

EASTERN

Miss Telma Mazpolis
Latvian Older Adults Recreation
208 St. Andrew St., Apt. 309
Ottawa Ontario
K1N 5G6

Mme. L. Lillian Millette
577 Clarke Ave
Ottawa Ontario
K1K 0Z1

Mr. Felix Millette
577 Clarke Ave
Ottawa Ontario
K1K 0Z1

Mrs. Kelly Morrison
Good Companions
670 Albert Street
Ottawa Ontario
K1R 6L2
(613) 236-0428

Ms. Susan Munro
Perth Community Care Centre
R.R. #4, 55 Sunset Blvd
Perth Ontario
K7H 3C6

Mrs. Gloria Nieukirchen
Council on Aging for Renfrew County
R.R.#6
Pembroke Ontario
K8A 6W7
(613) 735-3030

Ms. Brenda Orr
10 Runnymede Rd. #117
Kingston Ontario
K7M 1Z9

Ms. Madeleine Ouimet
Communaute de St. Albert
C.P. 59
St. Albert Ontario
K0A 3C0

Mrs. Betty O'Brien
Eganville & District Senior
R. R.#2
Eganville Ontario
K0J 1T0
(613) 754-2981

Ms. Karen O'Neill
c/o Fitness Canada
365 Laurier St., Journal Towers S.
Ottawa Ontario
K1A 0X6

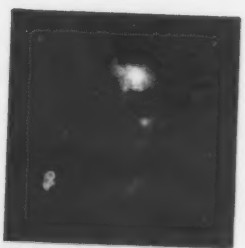
Dr. Jean Claude Pageot
University of Ottawa
75 Laurier Street East
Ottawa Ontario
K1N 6N5
(613) 564-5931

Mrs. Sheila Pepper
21 Campfield Court
Nepean Ontario
K2E 7X8

Ms. Beryl Pero
North Frontenac Community
Serv.Corp
P.O. Box 250
Sharbot Lake Ontario
K0H 2P0

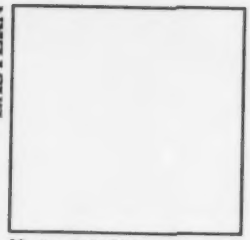
Ms. Sandra Presley
Seniors Activities Centre-Carlingw.
P.O.Box 7087, Station J
Ottawa Ontario
K2A 3Z6
(613) 728-5341

Ms. Lucille Quenneville
243 St. Euphemie, Apt. 106
Casselman, Ontario
K0A 1M0
(613) 764-3709



Mr. Pierre Ricard
Elisabeth-Bruyere Health Centre
43 Bruyere Street
Ottawa Ontario
K1N 5C8
(613) 560-0050

EASTERN



Ms. Annabelle Richardson
R. R. #6
Perth Ontario
K7H 3C8
(613) 267-7908

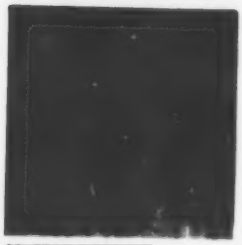
Ms. Karen Robertson
1904 - 415 Greenview Ave
Ottawa Ontario
K2B 8G5

Mme Simone Rochon
Comite Des Citoyens de St. Albert
B. 73
St. Albert Ontario
K0A 3C0

Mrs. Marion Routledge
Senior Citizens Council Ottawa/Carl
294 Albert Street, Rm. 508
Ottawa Ontario
K1P 6E6
(613) 234-8044

Ms. Carol Ryan
1610 Devon Street
Ottawa Ontario
K1G 1S7
(613) 733-9249

Mr. Paul Schwenzer
City of Nepean
101 Centrepoint Dr., Nepean
Civic Sq.
Nepean Ontario
K2G 5M7
(613) 727-6640



Ms. Marilou Seabrook
Kanata Parks & Recreation
150 Katimavik Rd.
Kanata Ontario
K2L 2N3
(613) 592-4281

Ms. Janean Sergeant
c/o Queen's University
Kingston Ontario
K7L 3N6
(613) 545-2500

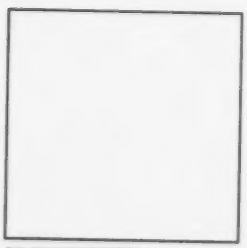
Mr. Gerald S. Shea
National Capital Retirement
Education
500 Laurier Ave. W.
Ottawa Ontario
K1R 5E1
(613) 230-0138

Mrs. Linda Shrout
Smith Falls Community Hospital
65 Cornelia Street
Smith Falls Ontario
(613) 283-1200

Ms. Inga Siple
City of Nepean
1701 Woodroffe Avenue
Nepean Ontario
K2G 1W1
(613) 226-6554

Ms. Anne Marie Slight
Renfrew Recreation Department
Postal Bag 2000
Renfrew Ontario
K7V 4G7
(613) 432-5567

Ms. Lois Smith
Township of Cornwall
P.O. Box 518
Long Sault Ontario
K0C 1P0



Ms. Norma Strachan
Ottawa-Carlton Council on Aging
256 King Edward Ave.
Ottawa Ontario
K1N 7M1
(613) 232-3577

Ms. Soula-Theberge
Positive Health for Seniors/Eastern
122 Terrasse Bardley
Aylmer Quebec
J9H 6B5
(613) 560-0050

Ms. Madeleine Thibault
City Of Ottawa
2185 Arch Street
Ottawa Ontario
K1G 2H5

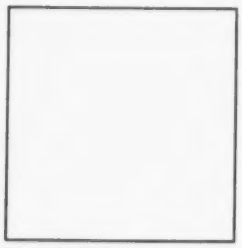
EASTERN

Ms. Astrid Thonigs
North Frontenac Community
Serv Corp
P.O. Box 250
Sharbot Lake Ontario
K0H 2P0

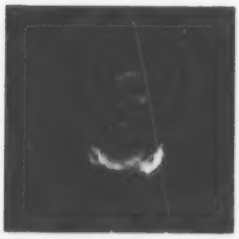
Ms. Helen Thresher
Seniors Drop In Centre
42 Renfrew St.
Pembroke Ontario
K8A 6X1
(613) 735-1226

Ms. Betty Usher
City of Nepean
1701 Woodroffe Avenue
Nepean Ontario
K2G 1W2
(613) 226-6554

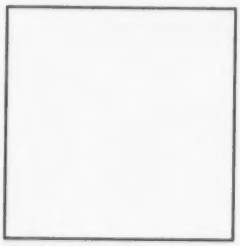
Ms. Lois L. Utman
Senior Citizens Council
1114 - 2841 Richmond Road
Ottawa Ontario
K2B 6C5
(613) 733-9437



Mr. Joe Du Vail
Township of Goulbourn
P.O. Box #189
Stittsville Ontario
K0A 3G0
(613) 836-4864

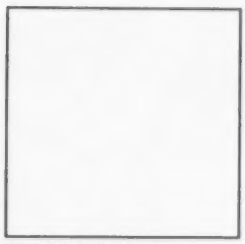


Ms. Yvonne Wagorn
Elizabeth Bruyere Health Centre
274 Equestrian Dr.
Kanata Ontario
K2M 1C5
(613) 560-0050



Ms. Kelley Whitman
Almonte Parks & Recreation
P.O. Box 1057
Almonte Ontario
K0A 1A0

Mr. Lorne Williams
45 Auburn Street
Belleville Ontario
K8P 2N4



Mr. Lorne S. Williams
Older Adults Centres Association
45 Auburn St.
Belleville Ontario
K8P 2N4

Mr. Dave Wilson
Physical Education Centre
Queen's University
Kingston Ontario
K7L 3N6

Ms. Ingrid Zyma-Irvin
Belleville Recreation Services
116 Pinnacle St.
Belleville Ontario
K8N 3A4

NORTHEASTERN

Ms. Joyce Barber
Extendicare - York
333 York Street
Sudbury Ontario
P3A 5P3

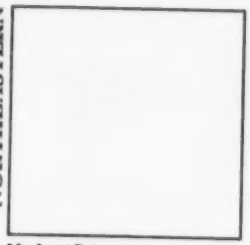
Ms. Jackie Boucher
Cochrane District Home for
the Aged
352 Tremblay St., P.O.Box 2590
Hearst Ontario
P0L 1N0
(705) 362-8445

Mrs. Yvette Bradley
Centre De Jeunes
20 St. Anne Rd.
Sudbury Ontario
P3C 5N4

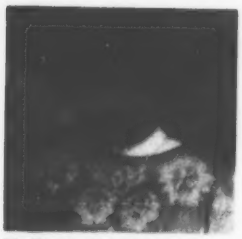
Mr. Roger Comeau
Town of Hearst
Box 5000
Hearst Ontario
P0L 1N0
(705) 362-4612

Ms. Brenda Davie
Extendicare - York
333 York Street
Sudbury Ontario
P3E 5J3

NORTHEASTERN

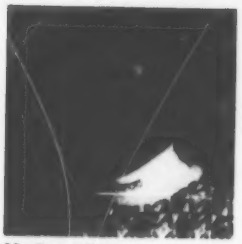


Ms. Janet Debruyn
North Bay Psychiatric Hospital
Box 3010
North Bay Ontario
P1B 8L1
(705) 474-1200

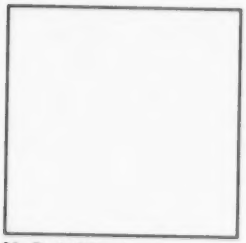


Ms. Heather Desrosiers
Cassellholme, Home for the Aged
400 Olive Street West
North Bay Ontario
P1B 6J4
(705) 474-4250

Mr. Dick Farrow
Town of New Liskeard
P.O. Box 730
New Liskeard Ontario
P0J 1P0
(705) 647-5709



Mr. George Follis
Canadore College
c/0 675 Aberdeen Avenue
North Bay Ontario
P1B 7H8



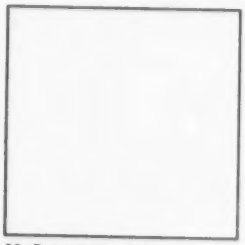
Mr. David Gillespie
One Eleven Senior Citizen Centre
111 Larch Street
Sudbury Ontario
P3E 4T5
(705) 675-3001

Mr. Albert Gravel
Hanmer Seniors Centre
280 Gravel Drive
Hanmer Ontario
P0M 1Y0
(705) 969-8614

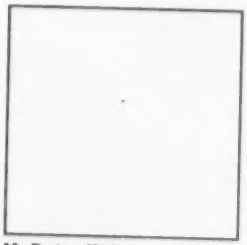
Mrs. Inge Haight
North Bay Golden Age Club Inc.
663 Lakeheights Rd.
North Bay Ontario
P1B 3A3
(705) 474-6520

Ms. Lois Harnek
City of Sudbury
Bag 5000, Station A
Sudbury Ontario
P3A 5P3

Mrs. Jean Jarrett
Ukrainian Senior Citizens' Club Inc
150 Durham St. S.
Sudbury Ontario
P3E 3M7
(705) 673-7404



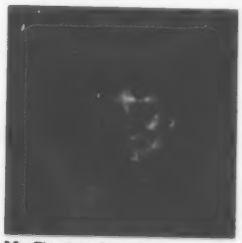
Ms. Peggy Jurisaac
Y.M.C.A.
235 McNabb Street
Sault Ste. Marie Ontario
P6B 5B8
(705) 949-3133



Ms. Darlene Klein
Ministry of Community & Social Ser.
111 Larch St., 8th Floor
Sudbury Ontario
P3E 4T5
(705) 675-4515

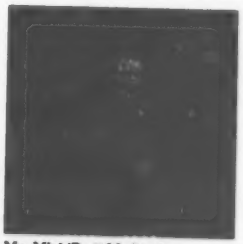
Mr. Bob Laframboise
Town of Elliot Lake
120 Hillside Drive North
Elliot Lake Ontario
P5A 1X6

Mme Renee Lanthier
Health & Welfare -
19 Lisgar St., Suite 314
Sudbury Ontario
P3E 3l4
(705) 675-0604



Ms. Claudette Levesque
Senior Citizens Centre
272 Third Avenue
Timmins Ontario
P4N 1E3
(705) 264-1331

Ms. Pat Lubben
Kap Golden Age Centre
88 Riverside Drive
Kapuskasing Ontario
P5N 1B3
(705) 335-6510



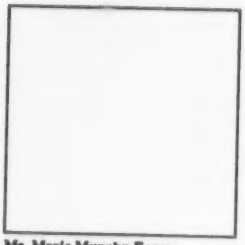
Mr. Miri 'Red' McCarthy
Town of Espanola
P.O. Box 638
Espanola Ontario
P0P 1C0
(000) 869-1393

NORTHEASTERN

Mrs. Joan Mercier
Sudbury Regional Senior Citizens Inc
30 Elgin St. N., Room #20
Sudbury Ontario
P3C 5B4
(705) 675-6443

Mr. Gary Michalak
Ministry of Tourism & Recreation
199 Larch St., 4th Floor
Sudbury Ontario
P3E 5P9

Ms. Carmen Morton
Cochrane District Health Council
12 Devonshire
Kapuskasing Ontario
P5N 1B9
(705) 335-3825



Ms. Marie Murphy-Foran
Sault College
1 College Place
Elliot Lake Ontario
P5A 3C9
(705) 848-2285

Mme Yolande Rheaume
Le Service Familial de Sudbury
45 Elm St. E., Ste. 402
Sudbury Ontario
P3E 1S3

Ms. Cathy Seguin
City of North Bay
4-200 McIntyre St E
North Bay Ontario
P1B 8V6
(705) 474-0400

Mr. Mervyn Shoulis
North Bay Golden Age Club Inc.
24 - 117 Marshall Ave. E.
North Bay Ontario
P1A 4C2
(705) 474-6520

Ms. Betty Silver
North Bay Psychiatric Hospital
Box 3010
North Bay Ontario
P1B 8L1
(705) 474-1200

Mrs. Mary Stefura
Ukrainian Senior Citizens' Club
150 Durham St. S.
Sudbury Ontario
P3E 3M7
(705) 675-5549

Ms. Joanne St.Clair
Extendicare - York
333 York Street
Sudbury Ontario
P3E 5J3

Ms. Lise Trottier
Extendicare - York
333 York Street
Sudbury Ontario
P3E 5J3

Ms. Helene Vachon
Town of Hearst
P.O. Box 2590
Hearst Ontario
P0L 1N0
(705) 362-4884

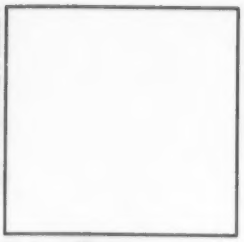
Mr. Ross Ventreck
Town of Kirkland Lake
P.O. Bag 1757
Kirkland Lake Ontario
P2N 3K3
(705) 567-5215

Mr. Ken Ward
Ministry of Tourism & Recreation
147 McIntyre W.
North Bay Ontario
P1B 2Y5
(705) 474-4280

Mr. Tim West
Town of Parry Sound
52 Seguin Street
Parry Sound Ontario
P2A 1B4
(705) 746-2101

Mr. Cecil Westover
Seguin Senior Drop-In Centre
c/o 52 Seguin Street
Parry Sound Ontario
P2A 1B8
(705) 746-7186

NORTHEASTERN

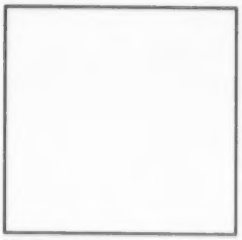


Ms. Linda Wilkinson
North Bay and District YMCA
186 Chippiwa Street W.
North Bay Ontario
P1B 6G2
(705) 474-5120

NORTHWESTERN

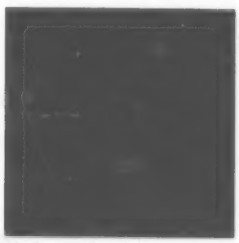
Ms. Linda Arabia
Lakehead Psychiatric Hospital
580 N. Algoma Street
Thunder Bay Ontario
P7A 5G4
(807) 344-3571

Ms. Maureen Brophy
City of Thunder Bay
950 Memorial Avenue
Thunder Bay Ontario
P7B 4A2

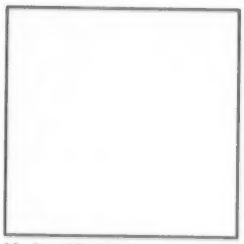


Ms. Sherry Caswell
McKellar General Hospital
325 South Archibald St.
Thunder Bay Ontario
P7E 1G6

Ms. Heidi Griesbach
Ministry of Touris & Recreation
435 James St. S., P.O. Box 5000
Thunder Bay Ontario
P7E 5N7
(807) 475-1325



Ms. Janeen Mann
Grandview Lodge
200 N. Lillie Street
Thunder Bay Ontario
P7C 4Y7
(807) 625-2786



Ms. June Martinuzzi
Thunder Bay Homes for the Aged
200 North Lillie St.
Thunder Bay Ontario
P7C 4Y7

Mrs. Judy McEwen
Dryden Recreation-Pool Fitness Ctr
Box 7 Site 40
Vermilion Bay Ontario
P0V 2V0

Ms. Lynne Merritt
Confederation College
P.O. Box 398
Thunder Bay Ontario
P7C 4W1

Ms. Norma Moran
Town of Sioux Lookout
P.O. Box 158
Sioux Lookout Ontario
P0V 2T0
(807) 737-3142

Ms. O. Sawchuk
Ministry of Culture &
Communication
1825 East Arthur St.
Thunder Bay Ontario
P7C 5G6

Ms. June Shaw
Min. of Community and Social Svcs
710 Victoria Ave.
Thunder Bay Ontario
P7C 5P7

Ms. Anne Sutton
Ministry of Tourism & Recreation
435 South James St. P.O. Box 5000
Thunder Bay Ontario
(807) 475-1325

Ms. Elsie Widdifield
Ministry of Community &
Social Svcs
General Delivery
Vermilion Bay Ontario
P0V 2V0

SOUTHWESTERN

Ms. Christine Barker
404 Beaudry Adult Centre
510 Dutton Drive
Waterloo Ontario
N2L 4C6
(519) 888-6356

Ms. Linda Bast
Township of Wilmot
R. R. 1
St. Agatha Ontario
N0B 2L0
(519) 885-1760

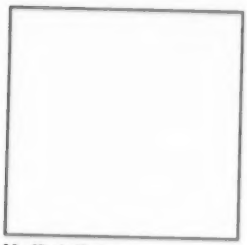
SOUTHWESTERN

Mrs. Claire Beaulne
A.C.F.O. Windsor/Essex/Kent
2418 Central Ave
Windsor Ontario
N8W 4D8

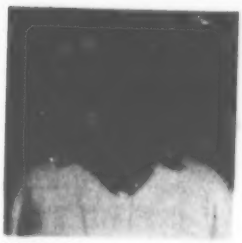
Mr. Jeremie Beaulne
A.C.F.O. Windsor/Essex/Kent
2418 Central Ave
Windsor Ontario
N8W 4D8

Mr. Ken Brooks
Waterloo YMCA
145 Lincoln Rd.
Waterloo Ontario
N2J 2N8

Ms. Laura Brown
507 King Street East
Cambridge Ontario
N3H 3N5
(519) 623-2340



Mr. Kevin Bryson
Township of Bosanquet
Box 1
Thedford Ontario
N0M 2N0
(519) 296-4878



Ms. Julie Bugry
Adult Recreation Centre
185 King Street S.
Waterloo Ontario
N2J 1P7
(519) 886-2393

Ms. Susan Defoe
Marianville, St. Joseph's Hospital
200 College Avenue
London Ontario
N4A 1Y1

Ms. Sue Dickson
London YM-YWCA
382 Waterloo St.
London Ontario
N6B 2N8

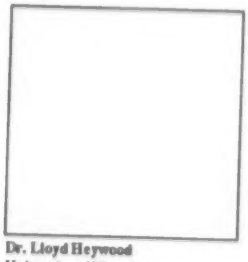
Ms. Shirley Dopp
Advisory Board Orangeville and
98 Morgandale Cres.
Orangeville Ontario
L9W 3C7
(519) 941-5912

Mr. Jack Dyce
R.R. #2
Hillsburgh Ontario
N0B 1Z0

Ms. Betty Lyn Enns
City of Kitchener
22 Frederick St., Box 1118
Kitchener Ontario
N2G 4G7
(519) 741-2227

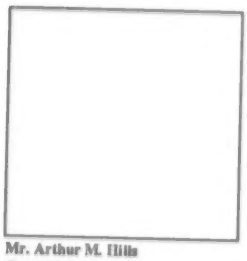
Dr. John La Gaipa
University of Windsor
401 Sunset Avenue
Windsor Ontario
N9B 3P4
(519) 253-4232

Ms. Shirley Hanlon
Von Adult Day Centre
653 West Gore St.
Stratford Ontario
N5A 1L4
(519) 271-4090



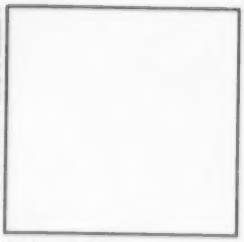
Dr. Lloyd Heywood
University of Waterloo
Waterloo Ontario
W2L 3G1
(519) 885-1211

Mrs. June M. Hills
General Delivery
Mount Forest Ontario
N0G 2L0
(519) 323-1075



Mr. Arthur M. Hills
General Delivery
Mount Forest Ontario
N0G 2L0
(519) 323-1075

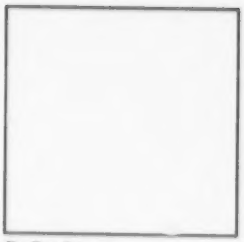
SOUTHWESTERN



Ms. Laura Holtom
St. Joseph's Hospital
80 Westmount Road
Guelph Ontario
N1H 5H8

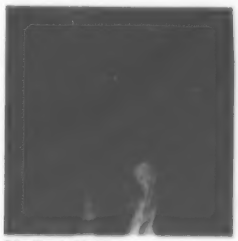
Ms. JoAnn Hutchison
University of Waterloo
Waterloo Ontario
N2L 3G1
(519) 885-1211

Ms. Anna Jeene
RR #1
Delaware Ontario
N0L 1E0



Dr. Ron Johnson
University of Waterloo
Waterloo Ontario
W2L 3G1
(519) 885-1211

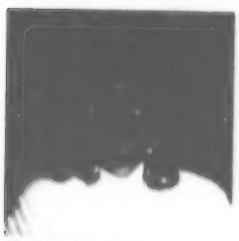
Ms. Dorothea Knights
Canadian Institute Senior Centres
1412 Parent Ave.
Windsor Ontario
N8X 4J5
(519) 254-1108



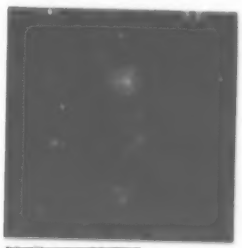
Mr. Denis Kuhl
Conestoga College A. A. & T.
84 Frederick St.
Kitchener Ontario
N2H 2L7

Ms. Paulette Kupnicki
Greater Windsor Sr. Citizens Centre
706 Goyeau Street
Windsor Ontario
N9A 1H6
(519) 254-1108

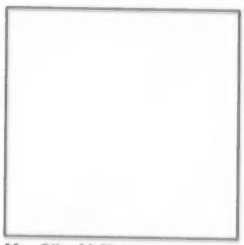
Ms. Ann Lindley
Cambridge Community Services
507 King Street East
Cambridge Ontario
N3H 3N5
(519) 623-1340



Ms. Cindy Maxfield
Township of Bosanquet
Box 1
Thedford Ontario
N0M 2N0
(519) 296-4878

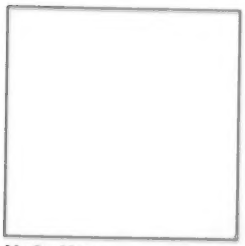


Ms. Frances McHale
Consultant
573 Sanatorium Road
London Ontario
N6H 3W6
(519) 471-1216



Mrs. Olive McKay
Wingham & Area Day Centre
for the Homebound
General Delivery
Wingham Ontario
N0G 2W0
(519) 357-1440

Ms. Jane McKinnon
St. Joseph's Hospital & Home
Edinburgh Rd. S.
Guelph Ontario
N1H 1E3
(519) 763-5816



Ms. Sue Merton
London YM/YWCA
382 Waterloo Street
London Ontario
N6B 2N8
(519) 667-3300

Ms. Wendy Palen
Willett Hospital
R.R.#2
Mt. Elgin Ontario
N0J 1N0

Ms. Mildred Parker
Half Century Club
160 Talbot Street East
Leamington Ontario
N8H 1M2
(519) 326-2521

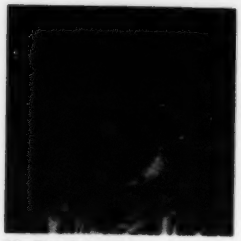
Ms. Elizabeth Pearson
Friendship Centre for St. Marys
217 Park St., P.O. Box 47
St. Marys Ontario
N0M 2V0
(519) 284-3272

SOUTHWESTERN

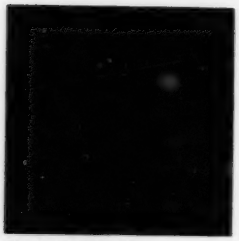
Ms. Toni Pottier
KW - YMCA-Waterloo Branch
145 Lincoln Rd.
Waterloo Ontario
N2J 2N8
(519) 885-3500

Ms. Gwyn Redford
K-W YMCA - Waterloo Branch
145 Lincoln Rd.
Waterloo Ontario
N2J 2N8
(519) 885-3500

Ms. Dondaida Salter
Public Utilities Commission
Box 3060, 111 Horton Street
London Ontario
N6A 4J8

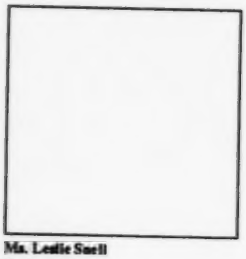


Mr. Rick Schroeder
Maple City Senior Centre
75 William Street North
Chatham Ontario
N7M 4L4



Ms. Ardith Shipsides
University of Guelph
MacDonald Hall - Room 130
Guelph Ontario
N1G 2W1
(519) 824-4120

Mr. Jim Shuttleworth
Ministry of Tourism & Recreation
250 Windsor Ave 6th Floor
Windsor Ontario
N9A 6V9
(519) 256-4919

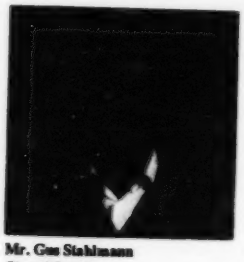


Ms. Leslie Snell
Seniors' Centre
Park Mall-2 Quebec Street
Guelph Ontario
N1H 2T3
(519) 823-1291

Mr. James Snyder
City of Chatham
P.O. Box 640
Chatham Ontario
N7M 5K8

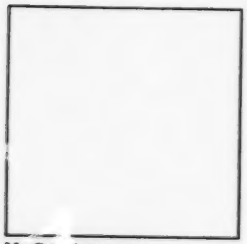
Ms. Celia E. Southward
Windsor Parks & Recreation
2450 McDougall St.
Windsor Ontario
N8X 3N6

Mr. Aidan Spiller
Fanshawe College
P.O. Box 4005, Terminal C
London Ontario
N5W 5H5
(519) 452-4202



Mr. Gus Stahlmann
City of Guelph
59 Carden Street
Guelph Ontario
N1H 3A1
(519) 837-5618

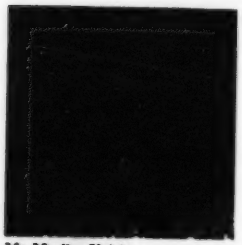
Ms. Gwen Stoll
Woodstock Senior Citizens Centre
384 Dundas Street
Woodstock Ontario
N4S 1B7



Ms. Celia Sutherland
Town of Windsor
2450 McDougall Street
Windsor Ontario
N8X 3N6
(519) 255-6721

Mr. George Turnbull
Corp. of the Town of Leamington
249 Sherk Street
Leamington Ontario
N8H 4X7
(519) 322-2337

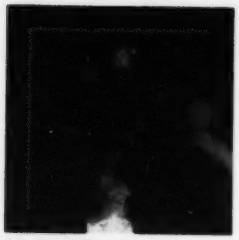
Ms. Barb Vella
London Public Utilities Commission
78 Riverside Drive
London Ontario
N6H 1B4



Ms. Marilyn Voisin
Breithaupt Centre
350 Margaret Avenue
Kitchener Ontario
N2H 4J8
(519) 741-2506

SOUTHWESTERN

Mrs. Diane Vosburg
City of Sarnia
255 N. Christina Street
Sarnia Ontario
N7T 7N2
(519) 332-0330



Ms. Joyce Winegar
87 Broadway
Orangeville Ontario
L9W 1K1
(519) 941-0128

Ms. Gloria Workman
Wingham & Area Day Centre
General Delivery
Wingham Ontario
N0G 2W0
(519) 357-1440

Mr. Murray Young
Dufferin County Board of Education
40 Amelia Street
Orangeville Ontario
L9W 1A6
(519) 941-2661

APPENDIX II

SYMPOSIUM SPEAKER INFORMATION

Ms. Diane Abbey-Livingston
Diane Abbey-Livingston
& Associates
214 Lonsmount Dr.
Toronto Ontario
M5P 2X7
(416) 651-4740

Ms. Nadia Ahluwalia
c/o Good Companions
670 Albert Street
Ottawa Ontario
K1R 6L2
(613) 236-0428

Dr. Denise Allard
University of Ottawa
35 MacDougal Street
Ottawa Ontario
K1N 6N5
(613) 564-5947

Mr. Paul Beaudry
Pirc Management Consulting,
Ottawa
85 MacFarlane Rd.
Nepean Ontario
K2E 6V4

Dr. Earl Berger
ENVIRONICS
45 Charles St.
Toronto Ontario
M4Y 1S2
(416) 964-1397

Ms. Laurie Bloom
Knightsbridge Community &
Sr. Centre
1A Knightsbridge Rd.
Brampton Ontario
L6T 4B7
(416) 792-7422

Dr. Pat Bolla
University of Ottawa
Ottawa Ontario
K1N 6N5
(613) 564-5941

Ms. Patricia Carnegy
Metro Toronto Homes for Aged
14th Floor, East Tower, City Hall
Toronto Ontario
M5H 2N1
(416) 392-8490

Ms. Kay Clancy
2055 Haymarket St.
Ottawa Ontario
K2A 3M7
(613) 236-0428

Mr. Robert Collins
Robert Collins & Associates
34 Marley Place
London Ontario
N6C 3T2
(519) 432-5850

Ms. Kay Cosgrove
395 Kintyre Private
Ottawa Ontario
K2C 3M6
(613) 236-0428

Dr. Helene Dallaire
University of Ottawa
Ottawa Ontario
K1N 6N5

Ms. Janice Dawson
Eastwest Consulting
70 Ontario St.
Collingwood Ontario
L9Y 1M3
(705) 444-1234

Dr. Peter Dean
Lawler/Dean Research
111 Queen St. East, Suite 212
Toronto Ontario
M5C 1S2
(416) 362-4800

Ms. Kathy Dembroski
Ministry of Tourism & Recreation
77 Bloor St.W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-5665

Mr. Gerry Gaughan
Ottawa Carleton United Way
85 Plymouth St.
Ottawa Ontario
K1S 3E2
(613) 236-9585

Ms. Kate Giffin
Theatre Ontario
344 Bloor St., 6th Floor
Toronto Ontario
M5S 1W9

Ms. Nancy Hall
Be Well Consultants
462 West 18th Avenue
Vancouver British Columbia
V5Y 2B1
(604) 877-1713

Mr. Bert Hammer
Ottawa Carleton Council oc Aging
256 King Edward Ave.
Ottawa Ontario
K1N 7M1

Mr. Jack Harper
University of Manitoba
Frank Kennedy Building
Winnipeg Manitoba
R3T 2N2
(204) 474-7636

Mr. Bob Hart
Retirement Resource Group of
M.Toronto
25 Overlea Blvd., Ste. 405
Toronto Ontario
M4H 1B1

Ms. Janis Hesleton
Ministry of Tourism & Recreation
77 Bloor St.W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-5665

Dr. Lloyd Heywood
University of Waterloo
200 University Avenue West
Waterloo Ontario
N2L 3G1
(519) 885-1211

Ms. Kathleen Howard
Ministry of Tourism & Recreation
77 Bloor St.W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-5665

Ms. Sharon Hudson
Ottawa YM/YWCA
180 Argyle Ave.
Ottawa Ontario
K2P 1B7
(613) 237-1320

Ms. Karen Irie
Senior Talent Bank
161 Eglinton Ave. East, Ste. 806
Toronto Ontario
M4P 1J5
(416) 483-2626

Ms. Lucy Jason
28 Commanche Dr.
Nepean Ontario
K2E 6B9
(613) 236-0428

Dr. Ron Johnson
University of Waterloo
200 University Avenue West
Waterloo Ontario
N2L 3G1
(519) 885-1211

Ms. Dianne Johnson
Alberta Recreation and Parks
8th Floor, 10405 Jasper Avenue
Edmonton Alberta
T5J 3N4
(403) 427-2001

Mr. Greg Joy
Ministry of Tourism & Recreation
77 Bloor St. W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-6311

Ms. Tina Kelly
World Leisure & Recreation Assoc.
539 King Edward Avenue
Ottawa Ontario
K1N 7N6
(613) 564-6812

Ms. Judy Kent
226 Bruyere St.
Ottawa Ontario
K1N 5E3

Mr. Dave Lahey
City of Ottawa
111 Sussex Drive
Ottawa Ontario
K1N 5A1
(613) 564-1012

Ms. Jane Leitch
19 Rathgar Rd.
Etobicoke, Ontario
M9C 2E7
(416) 621-2496

Dr. David Lewis
James S.Hickling Manag.
Consultants
350 Sparks St., 6th Floor
Ottawa Ontario
K1R 7S8

Mr. Fernand Lozier
New Horizons Programme
2300 Yonge St., Suite 1104
Toronto Ontario
M4P 1B4

Mr. Bruce MacDonald
Ontario Senior Games
1220 Sheppard Avenue E.,
Willowdale Ontario
M2K 2X1

Mr. Barry McCorquodale
Retirement Resource Group of
M. Toronto
25 Overlea Blvd.
Toronto Ontario
M4H 1B1
(416) 424-1547

Mr. Doug McCullough
McCullough Associates
16 Rosedale Rd., #514
Toronto Ontario
M4W 2P4
(416) 962-5851

Mr. Blair McIntosh
Ministry of Tourism & Recreation
77 Bloor St. W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 962-5851

Ms. Katherine Moore
Ministry of Transportation
3rd. Fl, W.Tower, 1201 Wilson Ave.
Downsview Ontario
M3M 1J8
(416) 235-4998

Ms. Kathy Moore
Mins. of Community & Social
Services
2195 Yonge St., 9th Floor
Toronto Ontario
M7A 1G1
(416) 965-1433

Ms. Karen Morris
Ministry of Tourism & Recreation
77 Bloor St.W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-5665

Ms. Karen O'Neill
Fitness Canada
333 River Rd.
Ottawa Ontario
K1L 8H9

Mr. Bunny Payette
Good Companions Centre Ottawa
13 Dunham St.
Gloucester Ontario
(613) 236-0428

Mr. Kit Peterson
Saskatchewan Parks & Recreation
1942 Hamilton St., 3rd.Floor
Regina Saskatchewan
S4P 3V7
(306) 787-5714

Mr. Jim Reed
Broadcaster, W5
42 Charles St. East
Toronto Ontario
M4X 1T5

Sister Gisele M. Richard
Conseil sur le Vieillissement
256 King Edward Avenue
Ottawa Ontario
K1N 7M1
(613) 232-3577

Ms. Phyllis Scott
495 Metcay
Ottawa Ontario
K1S 3N9
(613) 230-2711

Dr. Mark Searle
University of Manitoba
Frank Kennedy Building
Winnipeg Manitoba
R3T 2N2
(204) 474-8770

Dr. Harold Shea
Senior Citizen Secretariat
5182 Prince St., Box 2065
Halifax Nova Scotia
B3J 2Z1

Ms. Terry Smith
Ministry of Tourism & Recreation
77 Bloor St.W., 8th Floor
Toronto Ontario
M7A 2R9
(416) 965-5665

Ms. Sharon Saltzman
Sunnybrook Medical Clinic - K Wing
2075 Bayview Avenue
Toronto Ontario
M4N 3M5
(416) 680-4136

Mr. Aldan Spiller
Fanshawe College
Box 4005, Terminal C
London Ontario
N5W 5H1
(519) 452-4134

Ms. Mary Tate
Ont. Advisory Council on Sr.Citizen
700 Bay St., Ste. 203
Toronto Ontario
M5G 1Z6
(416) 965-2324

Mr. Bob Wiele
Eastwest Consulting
70 Ontario St.
Collingwood Ontario
L9Y 1M3
(705) 444-1234

Ms. Kathy Wiele
Lifetime Consulting Services
70 Ontario St.
Collingwood Ontario
L9X 1M3
(705) 445-7575

Ms. Lynn Wray
City of North York
5100 Yonge Street
North York Ontario
M2N 5V7
(416) 224-6258

Ms. Anne Wright
Ottawa Carleton Regional
Health Dept.
495 Richmond Rd.
Ottawa Ontario
K2A 4A4

Mr. Brian Wynn
Holden Murdoch & Finlay
Box 80, #1 First Canadian Place
Toronto Ontario
M5X 1B1

THE SYMPOSIUM PROGRAM

MONDAY - Programs and Resources

7:30	**Breakfast**	
8:30	**Morning Address**	
8:45	**Break - Visit Resource Room**	
9:00	**SESSIONS**	**WORKSHOPS**
	Community Wellness Program / Funding Panel / Leadership	• Copper Enameling • Seniors Games • MTR Ethnic Program • Profit Sharing Business • Aptitudes (en francais) • Traditional Rug Hooking
10:30		**BREAK**
10:45		• Housing Alternatives • Fitness • Theatre (en francais) • Theatre Action Plan • Jacobean Embroidery • Targeting Your Services
12:15		
12:45		**LUNCH**
2:00	Trends and Issues / Theatre and The Older Adult / Legal Liability	• Beginning A Community Wellness Prgm. • Fitness For Institutionalized Older Adults • Porcelain Art • Social Service Needs • Older Adult Walking Program • Silk Painting
3:30		**BREAK**
3:45		• There's Consultants... • Male Female Differences • Ceramics • Developing A Sensitization Program • Lifelong Learning • Practical Leadership
5:15		
5:15-5:45		• Fitness or Aquabics Class For You!
6:30		
7:00		**DINNER**
7:30		
8:00		• 'Sage on Stage' Theatre Group
9:00		• Social with DJ

TUESDAY - Service Delivery

	SESSIONS	**WORKSHOPS**
	Service Trends / Developing Volunteers / Transportation Panel	• Opportunities and Challenges • Advocacy • User Fee Policy • Wellness: Marketing and Promotion • Specific Needs With Older Adults • Assessing Your Effectiveness
		BREAK
		• MTR Retirement Program • Image Positive du Soi (en francais) • Adapting Pgms. to Participants Skill Level • Research Forum On The Delivery System • Mandate of Municipal Departments • What is Strategic Planning? Why Do It?
		LUNCH
	Your Organization's Future / Needs Analysis / Community Development	• Identifying Older Adult Resources • Research Forum On Aging • Enhancing Your Wellness Program • Construction d'une Equipe (en francais) • Rural Recreation and Older Adults • Mandate of Senior Citizens Clubs
		BREAK
		• Volunteer Training In Action • Team Building • Knowing Your Community • Motivating Volunteers At Work • Community Partnership For Wellness • Senior Talent Bank
		• Fitness or Aquabics Class For You!
		RECEPTION
		DINNER
		• Dance, live band - 'Stevens and Kennedy'

WEDNESDAY - Action Planning

7:30	**Breakfast**
8:30	**Morning Address**
8:45	**Break**
	PLENARY
9:00	• Plenary Session- 'Planning For Action' -Judy Kent
9:45	**BREAK**
10:00	• Small Planning Groups
11:30	**LUNCH**
1:30	• Networking Groups
2:30	• Plenary Wrap-Up
3:00	**OFFICIAL ENDING**
5:30	• Dinner/Social (for those staying over)

THURSDAY - Institutes (Optional)

7:30	**Breakfast**
8:30	**Morning Address**
8:45	**Break**
9:00	• Applied Strategic Planning • Working with Community Groups • Developing Services Through Leadership • Think Impact !
12:00	**LUNCH**
1:15-4:00	• Institute Sessions Continue

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